

# **Consultative Group on International Agricultural Research**

## **Ninth Meeting of the Executive Council**

**October 19-20, 2005**

**Stockholm, Sweden**

### **Summary Record of Proceedings**



*CGIAR Secretariat  
(A CGIAR System Office Unit)  
The World Bank  
Washington, DC  
October 31, 2005*

## Acronyms Used

AfDB	African Development Bank
AGM	Annual General Meeting
ASB	Alternatives to Slash and Burn
BOT	Board of Trustees
CBC	Committee of Board Chairs
CCER	Center Commissioned External Review
CDC	Center Directors Committee
CGIAR	Consultative Group on International Agricultural Research
CIFOR	Center for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo
CORAF	West and Central African Council for Agricultural Research and Development
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
ESSD	World Bank Environmentally and Socially Sustainable Development Vice Presidency
ExCo	CGIAR Executive Council
FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
GFAR	Global Forum for Agricultural Research
GIS	Geographic Information Systems
GOI	Government of India
GRPC	CGIAR Genetic Resources Policy Committee
HBS	Harvard Business School
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICRAF	World Agroforestry Center
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IITA	International Institute for Tropical Agriculture
ILRI	International Livestock Research Institute
IPG	International Public Goods

IPGRI	International Plant Genetic Resources Institute
IRRI	International Rice Research Institute
IT	Information Technology
KSLA	Royal Swedish Academy of Agriculture and Forestry
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MTP	Medium-Term Plan
NARS	National Agricultural Research System
NEPAD	New Partnership for African Development
NGO	Non-governmental Organization
NGOC	CGIAR NGO Committee
NRS	Nationally Recruited Staff
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
PM	Performance Measurement
PSC	Private Sector Committee
SC	Science Council
SIDA	Swedish Agency for International Development
SKEP	Scientific and Know How Exchange Program
SRO	Sub-regional Organization
SSA	Sub-Saharan Africa
TAC	Technical Advisory Committee
TF	Task Force
TOR	Terms of Reference
UN	United Nations
USAID	United States Agency for International Development
WARDA	Africa Rice Center
WCA	West and Central Africa

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All documents for ExCo 9 are available at <http://www.cgiar.org/who/structure/executive/exco9/index.html>

## **ExCo 9 Conclusions and Recommendations**

### **2. CGIAR Status Report**

#### ***Conclusions:***

- *ExCo agreed that the ad hoc committee's Option 2 on agreed criteria would be implemented for the second cycle (September 2005-March 2006) through completion of the two-year pilot period.*
- *ExCo expressed disappointment with the rejection of the ad hoc committee's suggestions by the Boards, but agreed that the two-year pilot phase should be completed before considering major changes to the process.*

### **3.a. Revised CGIAR Priorities and Strategies: 2005-2015**

#### ***Conclusions and ExCo Recommendations to the CGIAR:***

- *ExCo commends the SC for the advice it is providing on CGIAR priorities.*
- *ExCo recommends approval of the proposed CGIAR System priorities 2005-2015 by CGIAR Members.*
- *Implementation of the priorities is a crucial matter and will require further discussion.*
- *To ensure clear understanding of the priorities and their rationale by those stakeholders who have not actively followed the process, a major communications exercise is necessary. A short document should be developed for circulation at AGM05. A summary of the critical concepts and boundary issues (such as between research for development and research on development and between research and delivery systems) should be included in the summary document.*
- *The Chairman suggested that the Science Council should consider how in future it could react to shifts in the environment of agriculture and agricultural research (such as the recent avian flu crisis) by developing a quick review of the research available and recommending what, if any, the CGIAR should do to address the emerging issues.*

### **6.d. Strengthening the Research-Development Linkage in the CGIAR**

#### ***Conclusion:***

- *ExCo members are requested to submit to the CGIAR Secretariat any ideas and comments complementing the summary note. Those comments would be compiled and submitted as a background document for discussion at the Business Meeting during AGM05.*

### **3.b. Medium-Term Plans and 2006 Financing Plan**

#### ***Conclusions and ExCo Recommendations to the CGIAR:***

- *ExCo recommended CGIAR approval of the 2006 financing plan, with the caveat that the liquidity requirements of Centers be clarified prior to or at AGM05, thus helping the CGIAR avoid crises that impact the System as a whole.*
- *MTPs are a work in progress and should be improved and refined over time. Developing a common template could facilitate comparing MTPs.*
- *Future presentations on financial plans should recognize not only the large donors and investors, but also the Members with relatively smaller contributions.*
- *FAO's request for an annual meeting with CGIAR Centers was acknowledged and CDC/CBC were asked to consider the invitation.*

### **3.c. Report from Science Council**

#### ***Conclusions and ExCo Recommendations to the CGIAR:***

- *ExCo approved the 2006-07 SC workplan and budget, contingent on the filling of the funding gap for 2006 by AGM05.*
- *The CGIAR Secretariat, with assistance from the TF Chair, if needed, should explore with individual Members the possibility of providing funding for SC operations in 2006.*

### **4.a. CIMMYT EPMR Follow-up**

#### ***Conclusions:***

- *ExCo thanked CIMMYT for this update and expects membership to have a full discussion at AGM05 based on the requested full and detailed report.*

### **4.b. Pilot Performance Measurement System**

#### ***Conclusions:***

- *The PM system is a work in progress; the 2006 exercise (using 2005 actual data) should be refined to incorporate the comments expressed and the lessons learned.*
- *The PM system is already contributing to the CGIAR's regular reporting system (an example is the CGIAR 2004 Annual Report, which, for the first time includes results from the PM system).*
- *The purpose of the PM system is not to "rank" Centers, although individual Members may decide to use the data as they see fit, including decisions on resource allocation.*

### **5. Report from Centers**

#### ***Conclusions:***

- *Centers have laid out a good case for the need for collective action. Over the next 5-10 years the CGIAR will increasingly need to act collectively.*

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

#### **6.a. SSA Task Forces Follow-up**

##### ***Conclusions and ExCo Recommendations to the CGIAR:***

- *ExCo recognized the difficult and complex nature of the process and took note of and commended the Centers and collaborators for the progress that has been made to date in implementing the CGIAR decisions, which approved the ExCo 8 recommendations to the CGIAR.*
- *ExCo urges alignment to proceed at an adequate pace along three tracks:*
  - i. *Programmatic;*
  - ii. *Corporate (including administrative and program support) services; and,*
  - iii. *Structural/governance (e.g., common board members).*
- *Part of the AGM05 Business Meeting should be devoted to providing a roadmap to the programmatic and structural alignment efforts in SSA.*

#### **6.b. CGIAR Engagement with CSOs**

##### ***Conclusions and ExCo Recommendations to the CGIAR:***

- *The CGIAR should be fully engaged with CSOs.*
- *The paper should be updated based on comments received from ExCo and discussed fully at AGM05. The engagement framework should clearly reflect what the CGIAR is already doing.*
- *There is a desire to fill the civil society seat on ExCo, but it is important to remember that ExCo is only one element of the overall approach. ExCo suggests:*
  - a) *The civil society seat on ExCo be filled with a representative of farmers' organizations bringing developing country perspectives;*
  - b) *In consultation with the GFAR Chair, the CGIAR Chair should identify an individual who could play the expected role in ExCo and report back to ExCo with a recommendation.*
- *The CGIAR should abolish the now-dormant NGO Committee.*

## **6.c. Funding System Priorities Task Force**

### ***Conclusions:***

- *ExCo thanked the TF for its work thus far.*
- *The TF will take note of the comments received from ExCo; further comments should be sent to Finn Christensen.*
- *ExCo reiterated the need for a funding mechanism that results in full and predictable funding for the SC that protects its objectivity and integrity.*
- *The issue of a code of conduct for acceptance of restricted funding should be placed on the agenda of the CDC.*
- *ExCo looks forward to receiving the final report of the TF, which is to be submitted for discussion at AGM05.*

## **1. Opening Session**

CGIAR Chairman Ian Johnson opened the meeting and thanked Eva Ohlsson (SIDA, Sweden) and the Royal Swedish Academy of Agriculture and Forestry for hosting the meeting. He also thanked Sweden for its past and continuing strong support to the CGIAR. He welcomed ExCo members and noted the importance of the meeting leading up to AGM05. (Meeting participants are listed in Attachment 1)

Royal Swedish Academy of Agriculture and Forestry Secretary General, Professor Bruno Nilsson, extended a warm welcome to ExCo. He gave a brief overview of the history of the Academy, its goals and recent projects.

### *Election of Meeting Co-Chair*

Jimmy Smith (Canada) was nominated and elected meeting Co-chair.

### *Adoption of the Agenda*

The draft agenda was adopted with a slight change in the ordering of items which is reflected in this summary record (see Attachment 2).

## **2. CGIAR Status Report**

### *Report from Director*

Francisco Reifschneider updated ExCo on developments in the CGIAR since ExCo 8 that are not covered by other agenda items:

*Stripe Review of Corporate Governance of CGIAR Centers:* This review is commissioned by the CGIAR Secretariat and CBC. The review is being conducted by a three-person panel (the TOR for the review is included in ExCo 9 documentation). The panel met for the first time in September in Washington, DC, and expects a major interaction with Centers and Members during AGM05.

*Private Sector-CGIAR High-level Workshop:* The Workshop, organized by the PSC, the Future Harvest Alliance Office and the CGIAR Secretariat, focused on how the private sector and the CGIAR could best serve the needs of small-holder producers in developing countries. The participants included CEOs or other senior managers of several major companies and the leadership of several Centers and the CGIAR. Ideas for future partnerships were identified and are being followed up.

*Harvard Business School Second CGIAR Senior Leadership Program:* The program is scheduled to be held February 26 - March 3, 2006. The course has been modified based on the experience from last year, and there are still a few vacancies. This year's course is

open to Centers, Boards, and to CGIAR Members. Interested Members should indicate, as soon as possible, their intention to attend.

*Genetic Resources Policy Committee:* At its recent meeting, the GRPC revised the ethical principles document, which will be shared with ExCo and membership soon.

*Orientations:* Several ExCo and CGIAR Members have attended orientations at the CGIAR Secretariat. A recent briefing for a newly appointed CGIAR-nominated board member was also a first. The CGIAR Secretariat welcomes the opportunity for such briefings and looks forward to more in the future.

*CGIAR Secretariat Staff:* A new governance advisor, Namita Datta (India), will soon join the CGIAR Secretariat. A successor to the late Ravi Tadvalkar, Lead Finance Officer, is also being identified. He thanked Centers and Members for serving on the selection panels.

*AGM05:* Preparation for the AGM is quite advanced. Detailed agendas for the Stakeholder Meeting/Science Forum and the Business Meetings will be available in about a week.

*System Office Workshop:* The fourth System Office Workshop will take place in Stockholm immediately following ExCo 9.

*Finance Matters:* Restructuring of the CGIAR trust fund within the World Bank has been finalized. It simplifies the way business has been done in the past. In addition to the World Bank contribution to the CGIAR, an additional \$120-130 million of donor funds are disbursed through the facility. The World Bank has just completed an audit of the CGIAR Secretariat, including the handling of the trust funds, with a satisfactory outcome. The report is expected to be shared with interested Members, and particularly with those who have used the trust fund facility, when available.

*Compensation Study:* A note from the lead consultant, Sandra Lawrence, covering Phase 3 of the project on NRS matters is included in the documentation. A presentation covering the full study will be made at AGM05, as well as proposed next steps. There will be opportunity for Centers and Members to discuss the results with the consultant.

*Communications and Outreach:* He drew attention to several events highlighting the work of CGIAR, organized in conjunction with major gatherings, including the World Bank-organized ESSD European Forum, Japan Forum, and a seminar on agricultural research in achieving the MDGs, organized with the G-77 and government of Japan, prior to the UN Plenary. He also noted that Dr. Gupta from WorldFish was awarded the World Food Prize, a major achievement for a staff member of the CGIAR.

*CGIAR Nominee Process:* Jimmy Smith was asked to update ExCo on the experience of the ExCo Ad Hoc Committee on CGIAR Nominees. Smith noted that the CGIAR agreed at AGM04 to pilot the process for two years, using the procedures established in

cooperation with the CBC. During the first round, six Centers identified vacancies to be filled. In each case, Centers proposed 1-3 candidates and Members proposed additional 0-3 candidates. In no case did Centers accept Members' nominees. Clearly, there is a need to re-examine the process given the low success rate. The ad hoc committee identified three main problems:

1. Inconsistent application of the agreed criteria, i.e., that the nominees should have expertise in the areas of finance, governance, or CGIAR System knowledge.
2. Lack of and varied Center Board awareness and understanding of the agreed procedures.
3. Tight timeline (between the initiation and completion of each cycle).

The ad hoc committee suggested two options to address the above issues:

1. Pilot an additional cycle without any changes in the process used in the first cycle;
2. Modify the process slightly to address the problems experienced during the first cycle, and use the modified process in the second cycle (September 2005-March 2006).

The ExCo ad hoc committee recommends Option 2 (see box below). He also noted that one Board Chair (Uwe Werblow) suggested a simplification of the process, whereby the CGIAR would nominate three candidates for each vacancy and the Center would select one. The CBC Chair noted that U. Werblow's suggestion was in response to the communications he had with the Chairs of all Boards that participated in the first round of the pilot phase. This suggestion has not been discussed at the CBC meeting.

Amendments to the "Procedures for Selecting CGIAR Nominees to Center Boards

Step 2b is amended by:

1. *Both the Board and the CGIAR use the following selection criteria in suggesting candidates*

- ***Expertise in the areas of: (i) financial management and/or (ii) governance; and/ or (iii) CGIAR system perspectives. Other disciplinary expertise should be considered as secondary.***
- ***Maintain and add diversity (e.g. nationality and gender) to the Board membership***
- ***Strive to bring new talent and experience to the Centers and the System.***
- ***Satisfy requirements of the CGIAR Board Guidelines, including "CGIAR member agency employees with line responsibility for CGIAR funding decisions should not serve as members of Center boards."***

2. *The same criteria would be used throughout steps 2-4 in the process*

***Discussion:***

- There was broad agreement, and support by the CBC Chair, that Option 2 should be adopted for the second cycle.
- Other ad hoc committee members noted that Centers tended to favor candidates with technical expertise, whereas the committee looked for candidates with governance, financial and/or System knowledge in line with the objectives of the process. In cases where a candidate proposed by the Center met the criteria, the ad hoc committee agreed with that candidate and did not add additional names. However, even in the case where one of the Center's proposed candidates met the criteria, the Center did not select the candidate endorsed by the ad hoc committee.
- Several ExCo members expressed support for the simple process suggested by Werblow, but the Council agreed to continue using the agreed process, with the modifications proposed, during the two-year pilot phase. Further simplifications, such as the suggestion by Uwe Werblow, could be considered at the conclusion of the pilot.

***Conclusions:***

- *ExCo agreed that the ad hoc committee's Option 2 on agreed criteria would be implemented for the second cycle (September 2005-March 2006) through completion of the two-year pilot period.*
- *ExCo expressed disappointment with the rejection of the ad hoc committee's suggestions by the Boards, but agreed that the two-year pilot phase should be completed before considering major changes to the process.*

### **3. Science Council and Program Matters**

#### **3.a. Revised CGIAR Priorities and Strategies: 2005-2015**

Science Council Chair Per Pinstrup-Andersen briefed ExCo on the Revised Priorities and Strategies document. The paper was further amended, taking into account ExCo's and CGIAR Members' comments following ExCo 8, and further discussion at the Science Council meeting in Penang (September 2005). He noted that comments received were mostly on items either at the beginning or at the end of the document, but not on the priorities *per se*. Therefore the final version (September 2005) maintains the original 20 priorities and provides additional clarification in response to the comments received from stakeholders.

He noted that the CGIAR agenda is a research-for-development agenda, not development *per se*, with a mandate to produce international (not local) public goods (IPG). SC considers emphasis should be on spillovers from research—to benefit other locations and countries. Furthermore, it is critical to demonstrate plausible pathways through which research conducted in one site will have usefulness elsewhere.

Beyond immediate humanitarian emergency relief, Centers should only engage in disaster relief where there is a research component to the work. In general, there are other agencies with a mandate for greater competency in disaster preparedness and relief.

It is important to determine where the CGIAR should be on the research to development continuum. SC believes it is important to have strong links both to NARS in the North and South as well as to agricultural and rural development organizations. In this context, the CGIAR's role in product delivery systems (e.g. for seeds) would be to undertake research on such systems, but not enter into the actual delivery side.

SC proposes that 80 percent of all funds should be directed to the 20 identified priorities and the remaining 20 percent be spent at the discretion of Centers. The SC suggests that perhaps one-half of the 20 percent could be spent on new research ideas and the other one-half might be spent on specific capacity building as a free standing activity. However, capacity building, where it is linked to research would be considered within the 80 percent.

Once the priorities are approved by the CGIAR, SC will ask Centers to organize their MTPs in accordance with the priorities.

He suggested an implementation strategy, described in the revised paper.

***Discussion:***

- There was widespread recognition and appreciation of the lengthy but inclusive process which was used to develop the priorities. Some members stressed that employing such a transparent process was as important as the outcome.
- ExCo was pleased with the clarification of SC's on capacity building and the placement of capacity building linked with research clearly within the priorities. The Centers, however, noted that the position on capacity building was still somewhat disappointing but looked forward to continuing to work with SC on implementation. Some members shared this observation.
- There was agreement on the importance of production of *international* public goods. But there is a need to clarify the concept of "internationality."
- There is also a need to define the CGIAR position on the research-to-development continuum. The Centers expressed that their work is not moving towards development, instead they are doing more research targeted to development. Given the ambiguities in definition, the SC should be liberal and flexible when distinguishing between research *per se* and research for development.
- There was a strong feeling within ExCo that it was time to endorse the priorities and move forward towards their implementation, in particular the mechanisms needed to ensure alignment of the priorities and the MTPs.
- Nevertheless, some members called attention to the need for a long-term strategy and vision of the CGIAR that reflects its research for development mission.

P. Pinstrup-Andersen clarified that, regarding IPGs, it is the *intent* when an activity is planned that often defines whether it should be classified as an IPG. If it is intended as an IPG, both the output target and the pathways towards that target should be made clear.

***Conclusions and ExCo Recommendations to the CGIAR:***

- *ExCo commends the SC for the advice it is providing on CGIAR priorities.*
- *ExCo recommends approval of the proposed CGIAR System priorities 2005-2015 by CGIAR Members.*
- *Implementation of the priorities is a crucial matter and will require further discussion.*
- *To ensure clear understanding of the priorities and their rationale by those stakeholders who have not actively followed the process, a major communications exercise is necessary. A short document should be developed for circulation at AGM05. A summary of the critical concepts and boundary issues (such as between research for development and research on development and between research and delivery systems) should be included in the summary document.*
- *The Chairman suggested that the Science Council should consider how in future it could react to shifts in the environment of agriculture and agricultural research (such as the recent avian flu crisis) by developing a quick review of the research available and recommending what, if any, the CGIAR should do to address the emerging issues.*

**6.d. Strengthening the Research-Development Linkage in the CGIAR**

Marina Puccioni (Italy) introduced the item and noted that the Dutch delegation submitted a summary note on “Research for Development, some issues” for initiating a discussion among ExCo members on this topic. It questions where the CGIAR should position itself on the research to development continuum, and what responsibility the CGIAR would take for defining the pathway from research to development or from output to impact.

***Discussion:***

- Members acknowledged that how the CGIAR positions itself on the research-development continuum is an important issue.
- The CGIAR should not get into adaptation and extension work, but it would be important to review the literature and current thinking on research adoption and adaptation.
- The CGIAR should be conscious of the possibility of “mission creep”—i.e., risk of crowding out research work by increasing attention to development.
- Several members suggested that a working group composed of stakeholders could be established for examining the question of research-development linkage, including the existing mechanisms.

***Conclusion:***

- *ExCo members are requested to submit to the CGIAR Secretariat any ideas and comments complementing the summary note. Those comments would be*

*compiled and submitted as a background document for discussion at the Business Meeting during AGM05.*

### **3.b. Medium-Term Plans and 2006 Financing Plan**

P. Pinstrup-Andersen presented the SC commentary on Center and Challenge Program MTPs for 2006-2008; Shey Tata's (Senior Finance Officer at the CGIAR Secretariat) presentation on 2006 Financing Plan followed.

The SC Chair reported that SC takes the MTPs very seriously and has provided Centers clear comments on their MTP proposals. He noted that SC was proven wrong in its comments in one case and that a new commentary would be issued for that Center. He apologized for any problems the error may have caused.

Overall, the MTPs have improved from last year, and there is clearer planning at the Center and project level. Centers have shown a better alignment of their research with CGIAR goals and are responding to the proposed System Priorities.

The SC would like to see improvement in terms of:

- more focus on International Public Goods;
- less development *per se* activities as this shifts resources and attention from IPG research and “crowds out” national organizations;
- clearer descriptions of pathways from outputs to impact;
- better and more clearly defined output targets;
- improved interaction on common themes (such as delivery systems, innovation systems, integrated natural resources management);
- greater clarity in role of partners.

Shey Tata presented a summary of the investment proposals and financing plan of the 2006 CGIAR agenda, prepared in collaboration with IRRI. He acknowledged the excellent collaboration and support provided by IRRI's Finance Team.

The proposed research agenda for 2006 requires an investment of US\$489 million, which includes the CPs. This represents an increase of \$64 million (15 percent) over the actual 2004 level. The financing of the proposed research agenda is expected to be provided from \$452 million in investor grants, \$21 million from Center income, and \$16 million from other sources and Center reserves. Thirteen Centers propose an increased budget over 2004 and two a decrease. Nearly one-half of the budget (48 percent) will be spent on research programs in Sub-Saharan Africa.

#### ***Discussion:***

- Centers welcome the SC commentaries and find them useful in guiding their research planning and in further improving future MTPs. They will continue to work with the SC to make the necessary improvements. The language of the MTP logframe should be harmonized with definitions used in the Performance Measurement System.

- Concern was raised about misunderstandings between the SC and the Centers on some matters, e.g. ICRISAT's headquarters location.
- How can performance of Centers in terms of their response to SC recommendations be measured? Centers can only be held fully accountable for their outputs, but not for outcomes and impacts from the outputs achieved; however, Centers should be able to demonstrate a plausible impact pathway.
- Recognition of small investors/donors is important and the reflection of only the top 10 donors in the financial plan portrays only a limited picture.
- Serious concern was raised that some Centers' financing plans do not indicate that liquidity requirements will be achieved which raises alarm bells in terms of good governance.
- Concern was expressed that the financing plan presented was a report on income and expenditure, and that the peer review group led by the CGIAR Secretariat should present a financial analysis.
- It was noted that responses from those Centers that had red and "deep green" financial indicators are expected by December 31, 2005. The financial indicator set used should be expanded to include additional dimensions of financial performance. These could be reflected in the annual financial report.
- The FAO representative suggested that an annual meeting between the Centers and FAO could be organized to strengthen cooperation between the institutions.

***Conclusions and ExCo Recommendations to the CGIAR:***

- *ExCo recommended CGIAR approval of the 2006 financing plan, with the caveat that the liquidity requirements of Centers be clarified prior to or at AGM05, thus helping the CGIAR avoid crises that impact the System as a whole.*
- *MTPs are a work in progress and should be improved and refined over time. Developing a common template could facilitate comparing MTPs.*
- *Future presentations on financial plans should recognize not only the large donors and investors, but also the Members with relatively smaller contributions.*
- *FAO's request for an annual meeting with CGIAR Centers was acknowledged and CDC/CBC were asked to consider the invitation.*

**3.c. Report from SC**

P. Pinstруп-Andersen presented a report from the SC on ongoing and recently completed activities, including:

- The external review of the Systemwide Program on Alternatives to Slash and Burn (ASB), which, overall, was positive. One of the concerns raised by the panel was the lack of an M&E component, which makes it difficult to judge the program's impact. Also, the panel did not comment on where ASB should stand on the research-development continuum.
- As requested by the CGIAR, SC is initiating an evaluation of IRRI's upland rice activities.
- EPMRs of ICRAF, CIFOR and WorldFish are underway. Planning of four EPMRs to be held in 2007 has also begun.

- The SC assessed Center submissions in the context of the Performance Measurement (PM) System, drew some lessons learned and proposed changes to the system.
- On impact assessment, the study on the impact of training activities is about to be completed. The final report is expected to be issued in January 2006.

The SC work plan for 2006-2007, including a budget for the SC and the SC Secretariat was also presented. The SC proposed a budget of US\$ 3.822 million per year for 2006-07. The current funding gap for the proposed budget is about US\$ 2 million for each year.

SC Secretariat Executive Director Ruben Echeverria updated ExCo on staffing of the SC Secretariat. When the new recruits are on board, the SC Secretariat will reach its full complement of four senior professional staff and four junior staff as well as the Executive Director and a reduced administrative support staff.

***Discussion:***

- Centers welcomed the positive evaluation of the ASB Program. Although Centers appreciate the workload of the SC, they are concerned about the reporting requirements being placed on Centers. They suggest a small working group be established to explore how information gathering can be streamlined, automated and accessed/updated remotely.
- The World Bank and FAO have pledged \$786,000 each for financing the SC and SC Secretariat in 2006 and 2007. However, the FAO representative stated that FAO's contribution was conditional on the full budget of the SC being met. The World Bank clearly indicated that from 2006 onwards they would not cover any funding deficit as was done in the past two years (because of a pledge made by the World Bank to ensure full funding of SC operations during the transition from TAC to SC).
- It was suggested that part of the staffing needs at the SC Secretariat could be met through secondments from Centers; however, the SC Chair raised a strong concern that secondments from Centers or other stakeholders could create a real or perceived conflict of interest and such arrangements could jeopardize the objectivity the SC.
- It was made clear that it is not the SC's role to raise money for its financing, but that it is the responsibility of the CGIAR to provide sufficient funding and thereby ensure the SC's independence and objectivity. If funds are not forthcoming, the SC would effectively be incapacitated. The financial burden of the SC should be shared by all Members.
- The Chair of the Task Force on Funding System Priorities and SC/SC Secretariat suggested: (1) an interim solution for 2006, where Members would fill the funding gap with voluntary contributions; and (2) a permanent solution, whereby CGIAR Members, for example, would be "taxed" on their annual funding of the CGIAR (see agenda item 6.c. below). The funding gap for 2006 is likely to be higher, since it is unlikely UNDP will provide funding for 2006.
- It was pointed out that Denmark and Germany had already indicated willingness to commit funding in 2006. Canada, representing ExCo's North American

constituency, indicated Canada/USA willingness to provide up to US\$ 1 million in 2006.

- The CGIAR Chair noted that the staff costs for the SC Secretariat are greater than those for the SC. This could be a difficult selling point to some donors as it was originally understood that SC itself would do most of the work, with scientific expertise mobilized from around the world. The SC Chair noted that the SC Secretariat was significantly understaffed until recently and that the increase reflected previously agreed staffing arrangements.

***Conclusions and ExCo Recommendations to the CGIAR:***

- *ExCo approved the 2006-07 SC workplan and budget, contingent on the filling of the funding gap for 2006 by AGM05.*
- *The CGIAR Secretariat, with assistance from the TF Chair, if needed, should explore with individual Members the possibility of providing funding for SC operations in 2006.*

## **4. Follow-up to Evaluations**

### **4.a. CIMMYT EPMR Follow-up**

Incoming CIMMYT Board Chair, Lene Lange, updated ExCo on progress made by CIMMYT in response to ExCo's request at ExCo 8 (May 2005) as follow-up to the 5<sup>th</sup> EPMR. She thanked ExCo for its advice, and for noting CIMMYT's conservative approach to projecting its 2006 revenue. She indicated that the Center had moved aggressively to implement the EPMR recommendations, while acknowledging that much still remained to be done in the areas of governance, business planning, finance and partnerships.

On governance, she reported that the CIMMYT Board had drafted a proposal for a new governance system that will strengthen its ability to discharge its oversight responsibilities. Stronger emphasis will be paid to strategy, networking, resource mobilization and oversight of administration and finance. The size of the Board will be further reduced while ensuring that critical skills in the areas emphasized above are retained. The revised governance system will be finalized in November. Concern about the lack of core competencies expressed earlier by ExCo has been addressed through senior staff changes and the Board reform being introduced.

CIMMYT is in the process of developing a five-year business plan that will focus on turning CIMMYT's vision—spelled out in "Seeds of Innovations"—into an operational plan. This plan is expected to be approved at CIMMYT's next Board meeting in November 2005. Significant progress had been made in defining CIMMYT's priorities through the 2006-2008 MTP

On finance, CIMMYT plans to be above the Board-mandated targets for achieving the CGIAR standards for financial health by the end of 2007. This is being achieved through

a program to add \$2 million to reserves annually, beginning in 2005. CIMMYT expects its income to increase by \$3.7 million from the level forecasted at the beginning of the year, due primarily to an increase in project income. This would raise total revenue to \$41.3 million for 2005.

On partnerships, CIMMYT reported significant progress in its partnerships with IRRI and ICARDA. The next Board meeting will be held at ICARDA, November 5-10.

Overall, CIMMYT has made good progress in implementing the recommendations of the 5<sup>th</sup> EPMR. A full report will be made at AGM05.

***Discussion:***

- A concern was raised that the SC commentary on CIMMYT's MTP stated that it was all encompassing. How does this square with the need for a focused business plan? L. Lange clarified that, based on SC and ExCo's advice; the focus would be made evident in the business plan.

***Conclusions:***

- *ExCo thanked CIMMYT for this update and expects membership to have a full discussion at AGM05 based on the requested full and detailed report.*

**4.b. Pilot Performance Measurement System**

Maria Iskandarani (CGIAR Secretariat), on behalf of the CGIAR Secretariat and the Science Council, presented a brief report on the lessons learned from the first (pilot) year implementation of the Performance Measurement (PM) System. The key lessons included:

- The pilot exercise yielded some new and useful information and insights;
- Some Centers and Boards believed that the pilot helped them to better understand their own performance;
- Members were satisfied with the PM system as another mechanism to enhance accountability;
- Verification of reported data did not yield any significant discrepancies;
- Better instructions and clarification of definitions will be needed in the next round;
- Some indicators could be refined, dropped, or added.

Making additional comments on behalf of the Science Council, Ruben Echeverria (SC Secretariat Executive Director) further noted that:

- Any new indicators should be piloted before their incorporation in the PM system;
- Balance needs to be maintained among the indicators;
- The Challenge Programs should be included in the PM system as well;
- It is important to bear in mind that the PM system is but one of several evaluation tools in the CGIAR. Others include CCERs, MTPs and EPMRs.

F. Reifschneider noted that as a way forward, the refinement of the system to will involve, as necessary, a team of internal and external technical experts, Centers, SC/SC Secretariat, and the CGIAR Secretariat.

***Discussion:***

- Several members indicated that “stakeholder perceptions” should remain part of the PM system.
- Having only two financial indicators is insufficient; others should be added.
- Definitions (e.g., “scientist”, “publications”) should be clarified. Reporting requirements for Centers should be coordinated with MTPs. Currently, there is a lack of consistency between MTP and PM targets on outcomes, outputs, and impacts which should be standardized.
- Concern was expressed about the absence of indicators for certain important aspects of Centers’ work (e.g., human capacity building, germplasm distribution/maintenance, concerted action/collaboration), and quantitative versus qualitative indicators.
- The CGIAR should consider moving towards a system of greater automaticity in reporting (e.g., the MTPs for *ex ante* reporting and the Annual Report for *ex post* reporting—both using standard templates).
- In cases where donors use indicators to make funding decisions, Centers would appreciate feedback on how they are used to make such decisions.

***Conclusions:***

- *The PM system is a work in progress; the 2006 exercise (using 2005 actual data) should be refined to incorporate the comments expressed and the lessons learned.*
- *The PM system is already contributing to the CGIAR’s regular reporting system (an example is the CGIAR 2004 Annual Report, which, for the first time includes results from the PM system).*
- *The purpose of the PM system is not to “rank” Centers, although individual Members may decide to use the data as they see fit, including decisions on resource allocation.*

## **5. Report from Centers**

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

***CBC Matters***

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

1. *Progress on the Alliance:* Clarifications are being made on how the Alliance would operate. The Centers are currently drafting a document entitled “Alliance Principles and Procedures” that describes how the Alliance will operate.

2. *Improving Governance*: In addition to the work on the Alliance, two activities are underway: 1) Stripe Review of Center Governance, a joint activity with the CGIAR Secretariat, previously reported by Francisco Reifschneider 2) Board Orientation program scheduled for December 2005 in Marrakech, Morocco following AGM05, jointly sponsored with the CGIAR Secretariat.
3. *Strategic Development of MTPs at Subregional and Global Level*: CBC continues to monitor progress of the Alliance in developing joint MTPs.

#### *CDC (Alliance Executive) Matters*

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

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

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

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

#### ***Discussion:***

- The stripe review of boards seems to consist largely of interviews with Board Chairs and 'others.' Who are the 'others'? Important stakeholders may be missed. It was clarified that interviews with CGIAR Members are also planned.
- Per Pinstrup-Andersen reported that the SC supports the activities by the Alliance Executive, with respect to collective activities, since these activities could help facilitate the implementation of System priorities. However, there is concern about the governance structure. The CGIAR should not create a new governance structure every time a new activity is introduced.
- The Centers report seems to be defensive. A lot on 'why we are what we are' and not as much on 'what we would like to become.' It is still not clear what the added value of the Alliance Executive would be, or what it would cost.

- CGIAR is often seen by the private sector and others outside the system as a slow moving bureaucracy. The Alliance will only add value if it is able to facilitate effective collective action than would have been the case without the alliance. What would be its role in facilitating research-for-development?
- CBC is planning to transform itself into the Alliance Board at its meeting in Marrakech.
- Some members expressed support for the momentum created by the Centers themselves in creation of the Alliance.
- This item should be included in the agenda of the Business Meeting at AGM05.
- Concern was expressed that the Alliance Executive may simply add another layer to the existing structures.

**Conclusions:**

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

## **6. Governance and Finance Matters**

### **6.a. SSA Task Forces Follow-up**

I. Johnson introduced the item and noted that following CGIAR approval of ExCo's recommendations on the SSA TF, the Chairman invited IITA and WARDA (BOT chair and DG) to meet and discuss implementation of the recommendation on West and Central Africa (WCA). He directed members to the notes included in ExCo 9 documentation that reported on the outcome of the meetings that took place on September 8, 2005, at the CGIAR Secretariat and on October 1-2, 2005, in Paris.

The Centers were also requested at ExCo 8 to further develop sub-regional MTPs in SSA. CDC Chair W. Dar invited representatives from the concerned Centers in WCA and ESA (East and Southern Africa) to update ExCo on the development of sub-regional MTPs.

Dennis Garrity (ICRAF) reported on the progress in development of a sub-regional ESA MTP which is to serve as a vehicle for programmatic integration across the region. ILRI and ICRAF are working together with a subgroup of NARS, SROs and representatives of the 15 Centers. A workshop was held in September to begin discussion on developing a framework for improved rationalization and coordination of existing activities, examination of new priority initiatives, and consideration of existing platforms which could be integrated into area based networks. Extensive consultation with over 100 stakeholders has also taken place.

Bruce Scott (ILRI) added that the framework developed for ESA is based on three elements: (1) improved rationalization of existing activities of Centers; (2) identifying new initiatives that are priority for the region; and (3) utilizing the platforms that exist as building blocks. Three key issues were identified related to implementation: (1) governance of the MTP; (2) building common research support mechanisms (e.g., for GIS, IT support, capacity strengthening, biometrics, etc.); and (3) arranging joint administrative support services. A consultant has been contracted to explore possible governance mechanisms. A second consultant will be contracted in 2006 to explore options for shared services.

Kanayo Nwanze (WARDA) reported on development of the MTP for WCA which is being facilitated by WARDA. The progress made to date includes the following:

- The CDC retreat in July 2004 identified the sub-regional MTP as a “quick win”, and allocated funds to support the effort;
- Eleven CGIAR Centers showed interest, and WARDA agreed to facilitate the process;
- The building blocks for the MTP were identified to include: CGIAR Priorities and logframe, nine Center MTPs, NEPAD and CORAF strategies and priorities, USAID review of existing regional networks (e.g., the West Africa Cereals Network), and the SSA Challenge Program;
- WARDA’s Council of Ministers, National Experts Committee has endorsed the concept of regional MTPs.
- WARDA has hired a consultant to assist in coordinating the processes. Following progress reports to ExCo and CDC, next steps would be to submit a report to AGM05 for feedback and then finalize the MTP.
- The MTP would serve as the backbone of the new CGIAR WCA Global Entity.

Peter Hartmann (IITA) made a follow-up presentation of his personal views on potential synergies between IITA and WARDA ensuing from their common efforts, and submitted that the model that is being developed for WCA could be applicable for ESA and other regions as well. The CGIAR Global Centers in Africa would increase the System’s efficiency, reduce overlaps, increase coordination, and reduce partner frustrations. With IITA and WARDA as its nuclei in WCA and ICRAF and ILRI in ESA, the two CGIAR Global Centers in Africa would not require any superstructure above the Boards. They would serve as management entities for joint MTPs, provide common services (including training) and include common board members.

Peter Core (Australia, representing Members from Asia-Pacific) read a statement on behalf of Japan related to this agenda item. The statement endorsed the ExCo recommendations to the CGIAR on the TF report, reiterated Japan's support of the actions on consolidation in WCA, and urged the board chairs of IITA and WARDA to commence appointment of common board members without delay.

***Discussion:***

- Members expressed strong support for the steps being taken towards development of sub-regional MTPs. This could serve as a model for other regions outside Africa. Also, programmatic integration at the regional level could open the door for closer collaboration with development institutions, which would be able to mount complementary activities on the development front.
- The Chairman noted that it would be useful to distinguish coordination on the services front (administrative and program support) from functional integration at the programmatic level. There is a third alignment that would be needed—that of structures of governance. Program alignment is perhaps the most difficult to achieve. Administrative alignment is perhaps long overdue, as good business practice from a System perspective would demand such action.
- The CGIAR needs programmatic and structural alignment globally. Programmatic alignment is key, as form should follow function. The MTP development should be closely monitored. The SSA CP should be an integral part of the two sub-regional MTPs.
- The CGIAR should first complete the programmatic and structural alignments it started within SSA before considering similar reforms in other regions.
- The Science Council was urged to provide support to the efforts as the sub-regional MTPs provided an excellent opportunity to roll out and test the System Priorities, and bring more clarity to the research and development continuum.
- The Centers have planned an in-depth briefing on these developments during the Members-Centers Day at AGM05. ExCo members were encouraged to attend.
- The Centers pointed out that the development of the joint MTPs demonstrates the Alliance at work.

***Conclusions and ExCo Recommendations to the CGIAR:***

- *ExCo recognized the difficult and complex nature of the process and took note of and commended the Centers and collaborators for the progress that has been made to date in implementing the CGIAR decisions, which approved the ExCo 8 recommendations to the CGIAR.*
- *ExCo urges alignment to proceed at an adequate pace along three tracks:*
  - i. *Programmatic;*
  - ii. *Corporate (including administrative and program support) services; and,*
  - iii. *Structural/governance (e.g., common board members).*
- *Part of the AGM05 Business Meeting should be devoted to providing a roadmap to the programmatic and structural alignment efforts in SSA.*

## **6.b. CGIAR Engagement with CSOs**

Fionna Douglas (Leader of the Communication Team, CGIAR Secretariat) introduced the item, recounting the historical context as background to the issue. She noted that the CGIAR NGO Committee (NGOC) was established in 1995 and functioned until 2002 when the NGOC froze its relationship with the CGIAR at AGM02, and has not functioned as a committee since. One of the recommendations emanating from the discussion of the review of partnership committees at AGM04 asked the CGIAR Secretariat to consider ways to increase and improve engagement activities with civil society organizations. A draft strategy paper has been prepared addressing this, which outlines options for the CGIAR to consider.

I. Johnson noted his own regret and disappointment that the relationship with NGOC was unilaterally severed because of the efforts of one individual who was attending a CGIAR meeting for the first time.

Maria Iskandarani (CGIAR Secretariat) presented the draft strategy paper, which contains the following key recommendations:

1. Adoption of a more holistic approach to engagement with CSOs;
2. Establishing a network of CGIAR CSO focal points;
3. Establishing an information/knowledge sharing system on CSO engagement in the CGIAR;
4. Enhancing current mechanisms for engagement with CSOs;
5. Developing new mechanisms for engagement with CSOs; and
6. Dissolving the dormant CGIAR NGO Committee.

### ***Discussion:***

- ExCo thanked the CGIAR Secretariat for developing a strategy and agreed that engagement with a broad cross-section of civil society organizations (not just NGOs) is desirable.
- AGM06 should include a CSO forum.
- GFAR should play an active role in helping to facilitate engagement with CSOs.
- The civil society seat on ExCo should remain and preferably be filled by appointing a representative of farmers' organizations reflecting developing country perspectives.
- The paper should not be seen as one-sided (i.e., what benefits the CGIAR would derive from such partnerships) and should include more on benefits that engagement can offer civil society as well.
- A member indicated the usefulness of holding consultations with CSOs on the proposed approach/framework.
- There was strong support for the recommendation to abolish the NGOC, and for maintaining the CSO seat on ExCo.
- In response to questions, Francisco Reifschneider stressed that a central coordinating mechanism was neither needed nor planned. Instead, there would be multiple entry points to CSO relationships. The focal points that exist at the Center level would be expanded by having a dedicated focal point in the CGIAR

Secretariat (part-time). In addition, more effort will be devoted to communication in order to highlight the already strong relations with CSOs at the Center level.

***Conclusions and ExCo Recommendations to the CGIAR:***

- *The CGIAR should be fully engaged with CSOs.*
- *The paper should be updated based on comments received from ExCo and discussed fully at AGM05. The engagement framework should clearly reflect what the CGIAR is already doing.*
- *There is a desire to fill the civil society seat on ExCo, but it is important to remember that ExCo is only one element of the overall approach. ExCo suggests:*
  - a) *The civil society seat on ExCo be filled with a representative of farmers' organizations bringing developing country perspectives;*
  - b) *In consultation with the GFAR Chair, the CGIAR Chair should identify an individual who could play the expected role in ExCo and report back to ExCo with a recommendation.*
- *The CGIAR should abolish the now-dormant NGO Committee.*

**6.c. Funding System Priorities Task Force**

Finn Christensen (Denmark), Chair of the Task Force on Funding System Priorities, presented the TF's progress report. The TF considered the following four options for funding System Priorities:

1. Maintaining the status quo;
2. Improving coordination among Members;
3. Option 2 *plus* informal discussions among Members; and
4. Establishing an allocation committee.

The TF recommended Option 3. It suggested that the mechanism for implementing this recommendation would be the development of a CGIAR matrix that would be used as a resource allocation tool for decision making—one that would help identify and highlight over- and under-funded priorities. Associated with this recommendation, the TF urged Members to increase their unrestricted funding, and/or loosen the restrictions imposed on their restricted contributions.

This matrix would be developed by the Science Council, in cooperation with the CGIAR Secretariat, based on the agreed System priorities.

With regard to financing the Science Council and its Secretariat, the TF recommended an interim financing measure for 2006 to be sourced from the two paying co-sponsors (World Bank and FAO), and other interested and willing Members. For the long-term, the TF recommended financing the SC through a contribution of up to one percent of total Member annual funding to the CGIAR to finance the SC and the CGIAR-commissioned EPMRs.

***Discussion:***

- The recommended option on funding System Priorities appeared to tie currently untied (i.e., unrestricted) funds, as these would now be connected with a priority area or activity.
- What is the matrix going to look like and how will it actually be used in allocation decisions?
- Is there a code of conduct for accepting restricted funding from Members?
- Full costing of projects remains a challenge in practice.
- With regard to financing the SC, financing of EPMRs represent a change from the current practice (currently paid for by each Center being reviewed).
- With regard to the recommended “taxing” option, could this be enforced for each Member, given the divergent policies and constraints of the Member community? Also what would be the transactions costs?
- An alternative would be to “tax” the Centers. Taxing Centers and putting the funds in a “blind trust” could address any concerns that may be raised on the independence of the SC.

With respect to System Priorities, the TF clarified that Members who prefer to make unrestricted contributions to Centers would continue to do so rather than contribute to a pool. The SC Chair indicated that the matrix had not yet been developed because the latest MTP submission from Centers was not based on the priorities. Regarding a code of conduct for accepting restricted contributions, the CDC Chair indicated that while individual Centers may have such a code, the CDC did not have one, and would look into that.

***Conclusions:***

- *ExCo thanked the TF for its work thus far.*
- *The TF will take note of the comments received from ExCo; further comments should be sent to Finn Christensen.*
- *ExCo reiterated the need for a funding mechanism that results in full and predictable funding for the SC that protects its objectivity and integrity.*
- *The issue of a code of conduct for acceptance of restricted funding should be placed on the agenda of the CDC.*
- *ExCo looks forward to receiving the final report of the TF, which is to be submitted for discussion at AGM05.*

## **7. Planning ExCo Business**

*ExCo Business Agenda*

A timetable showing the ExCo business agenda was made available to members for information. The timetable has been updated to include a listing of all standing agenda items, as previously requested by ExCo.

### *Rotation of ExCo Members post-AGM05*

A table showing ExCo members that are up for rotation following AGM05 was included in the meeting documentation. Members who are scheduled to rotate are requested to discuss within their constituencies' rotation plans and to notify the CGIAR Secretariat of any changes, including decisions on who would serve as an alternate. Rotation will take place following AGM05 and become effective January 1, 2006.

### *Future Meetings*

The next ExCo meeting is scheduled for May 17-18, 2006. The location is yet to be decided. This schedule builds on the timing of the April 2006 SC meeting.

## **8. Other Business**

Rita Sharma (India) made a statement on behalf of the Government of India (GOI). GOI has offered to host AGM06.

Francisco Reifschneider thanked India for its offer and noted that India's offer added to the other invitations that have been received so far; and that a decision on the venue of AGM06 would be made in due course.

## **9. ExCo Self Assessment**

As follow-up to the discussion at ExCo 8, the CGIAR Secretariat developed an expanded set of questions to assess the ExCo 9 meeting using the "PDK" technology. Members were also given the opportunity to provide written qualitative feedback using a questionnaire included in the meeting documentation. A summary of the feedback using the "PDK" technology is available in Attachment 3. Full responses to the ExCo 9 self assessment questionnaire are posted with the ExCo 9 documentation.

## **10. SC Membership**

SC member Keiji Kainuma will step down from the SC at the end of 2005. Mohamed Hassan, Chair of the SC Search and Nominations Committee, reported to ExCo (via audio conference) on the outcome of the search for a new SC member in closed session. ExCo discussed next steps in the search and appointment process.

## **11. Closing Session**

Co-chair J. Smith thanked Sweden and the Royal Swedish Academy of Agriculture and Forestry for their hospitality and support on behalf of ExCo. He also thanked members

for their attendance and contributions to the meeting and invited them to attend the events organized by Sweden and the CGIAR immediately following the ExCo meeting.

**List of Participants**  
**Ninth Meeting of the CGIAR Executive Council**

<i>Chairman:</i>	Ian Johnson	
<i>Cosponsors:</i>	Hosny El-Lakany	FAO
	Kevin Cleaver	World Bank
	Shantanu Mathur	IFAD
<i>CDC:</i>	William Dar	CDC Chair
<i>CBC:</i>	A. Uzo Mokwunye	CBC Chair
<i>SC:</i>	Per Pinstrup-Andersen	SC Chair
<i>GFAR:</i>	Mohammad Roozitalab	GFAR Chair
<u><i>OECD/DAC:</i></u>		
<i>Americas</i>	Jimmy Smith	Canada
<i>Asia-Pacific</i>	Peter Core	Australia
<i>Europe</i>	Marina Puccioni	Italy
	Pilar Castro-Martinez	Spain
	Eva Ohlsson	Sweden
<u><i>Developing Countries:</i></u>		
<i>Americas</i>	Jose Laborde Cansino	Mexico
<i>SSA</i>	Frank Simona Kufakwandi	AfDB (sent regrets)
<i>Asia-Pacific</i>	Rita Sharma	India
<i>CWANA</i>	Hanaiya El-Itriby	Egypt
<i>Regional Fora</i>	Njabulo Nduli	FARA
<u><i>Foundations:</i></u>	Jean Lebel	IDRC
<u><i>Partners:</i></u>		
<i>Civil Society</i>	Temporarily Vacant	
<i>Private Sector</i>	Usha Barwale Zehr	PSC Chair

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*Executive Secretary, ExCo:* Francisco Reifschneider  
*CGIAR Secretariat Support:* Fionna Douglas  
 Maria Iskandarani  
 Selçuk Özgediz  
 Shey Tata  
 Jason Yauney

Observers:

Robert Bordonaro	FAO
Finn Norman Christensen	Denmark
Marc Debois	EC
Marlene Diekmann	Germany
Ruben Echeverria	Science Council Secretariat
Emile Frison	IPGRI
Dennis Garrity	World Agroforestry Center
Anne Germain	Canada
Peter Hartmann	IITA
Katharina Jenny	Switzerland
Jean-Luc Khalfaoui	EIARD
Lene Lange	CIMMYT
Kanayo Nwanze	Africa Rice Center
Theo van de Sande	The Netherlands
Bruce Scott	ILRI
Meredith Soule	USA
Jonathan Wadsworth	UK
Staffan Wiktelius	Sweden
Robert Zeigler	IRRI

## **Revised Agenda**

### **1. Opening Session**

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

### **2. CGIAR Status Report**

- Report from Director (F. Reifschneider)
- Discussion

### **3. Science Council and Program Matters**

- 3.a. Revised CGIAR Priorities and Strategies: 2005-2015
  - Introduction (P. Pinstруп - Andersen)
  - Discussion and ExCo Recommendations to the CGIAR

### **6. Governance and Finance Matters**

- 6.d. Strengthening the Research-Development Linkage in the CGIAR
  - Introduction
  - Discussion

### **3. Science Council and Program Matters (cont'd)**

- 3.b. Medium-Term Plans and 2006 Financing Plan
  - Introduction (P. Pinstруп - Andersen and S. Tata)
  - Discussion and ExCo Recommendations to the CGIAR

- 3.c. Report from Science Council
  - ASB Review
  - Work Program and Budget (2006-2007)
  - Discussion and ExCo Recommendations to the CGIAR

### **4. Follow-up to Evaluations**

- 4.a. CIMMYT EPMR Follow-up
  - Progress Report
  - Discussion of Progress Report Submitted by CIMMYT
- 4.b. Pilot Performance Measurement System
  - Lessons Learned and Next Steps (SC and CGIAR Secretariat)
  - Discussion

## **5. Report from Centers**

- CBC Matters
- CDC (Alliance Executive) Matters
- Discussion

## **6. Governance and Finance Matters (cont'd)**

### **6.a. SSA Task Forces Follow-up**

- WCA: Progress on IITA/WARDA Discussion (CGIAR Chair)
- Progress on Development of Sub-regional MTPs: Centers' Update
- Options for ESA Global Entity
- Discussion and ExCo Recommendations to the CGIAR

### **6.b. CGIAR Engagement with CSOs**

- Discussion

### **6.c. Funding System Priorities Task Force**

- Progress Report (F. Christensen)
- Discussion

## **7. Planning ExCo Business**

- ExCo Business Agenda
- Future Meetings

## **8. Other Business**

- Announcement on behalf of Government of India

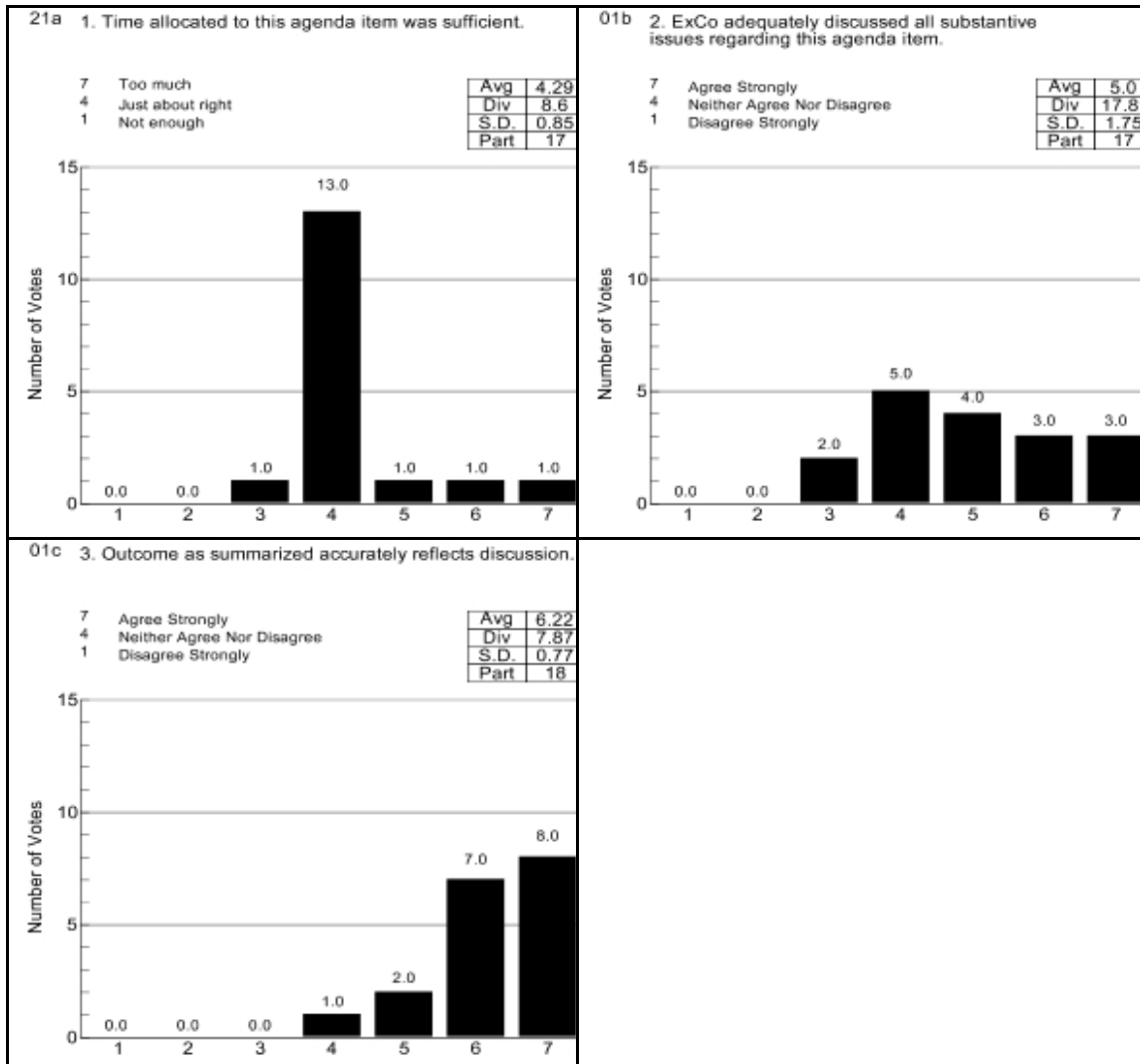
## **9. ExCo Self Assessment**

## **10. SC Membership (Closed Session)**

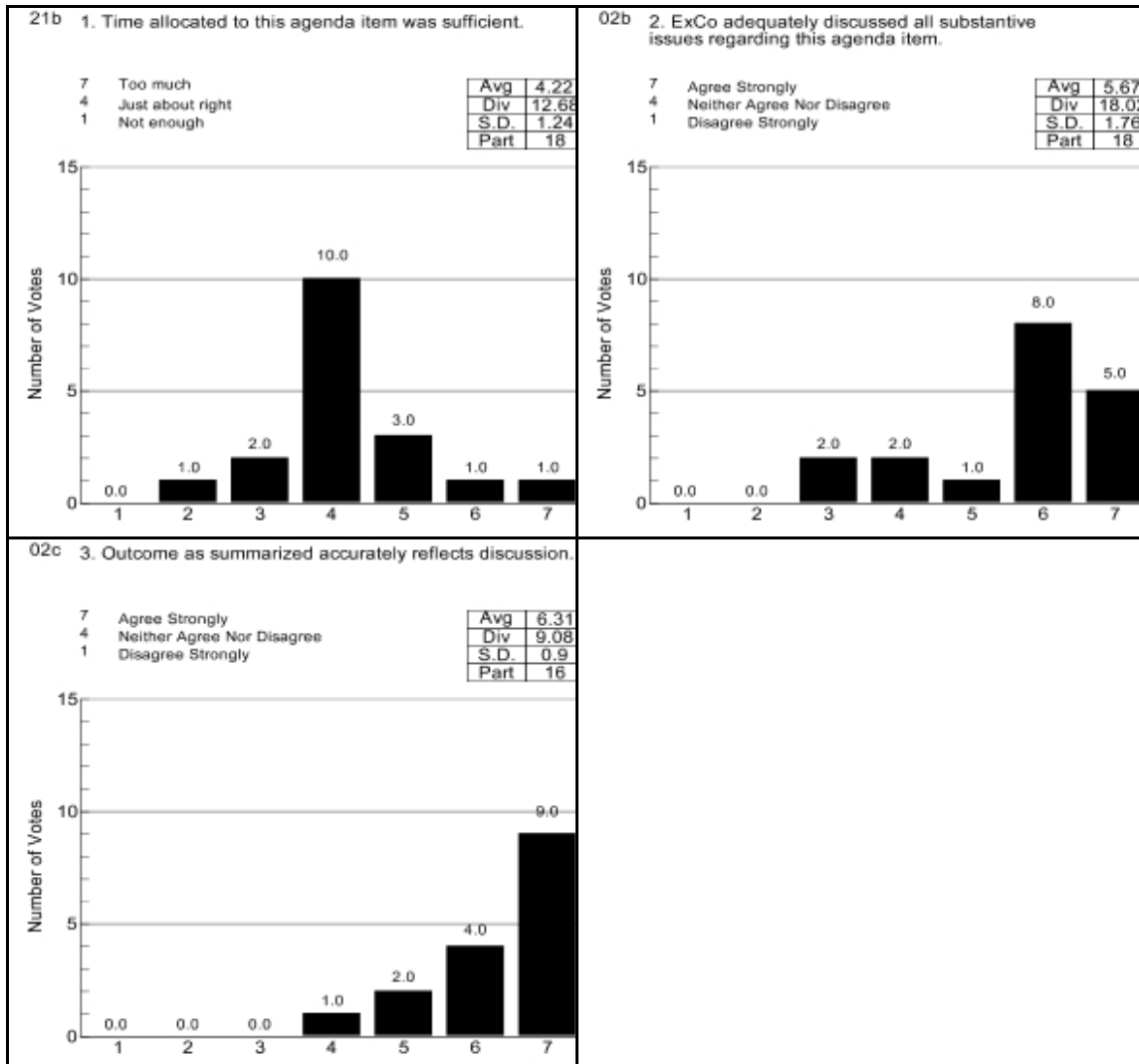
## **11. Closing Session**

ExCo Member Feedback on ExCo 9

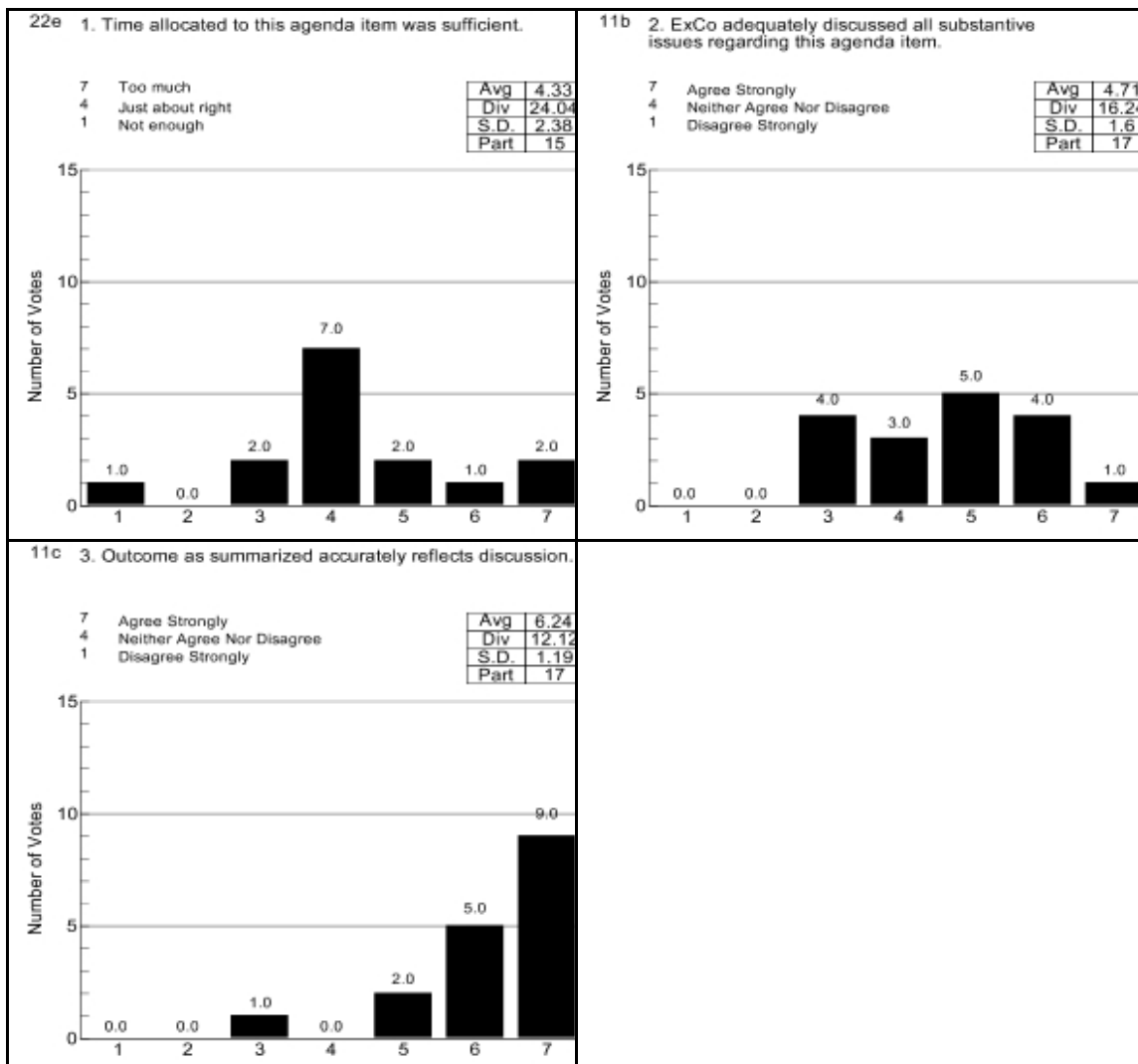
2. CGIAR Status Report



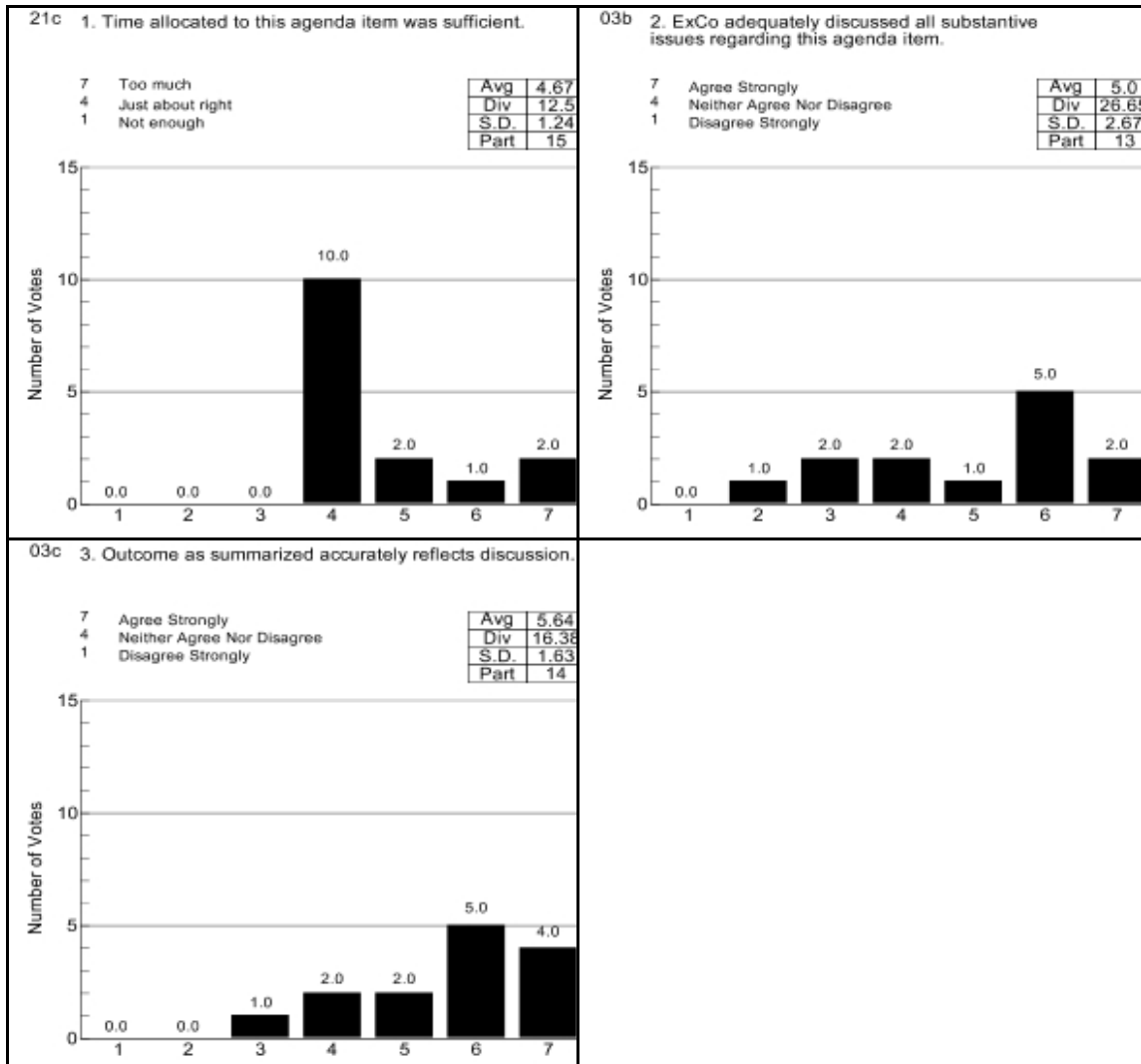
### 3.a. Revised CGIAR Priorities and Strategies: 2005-2015



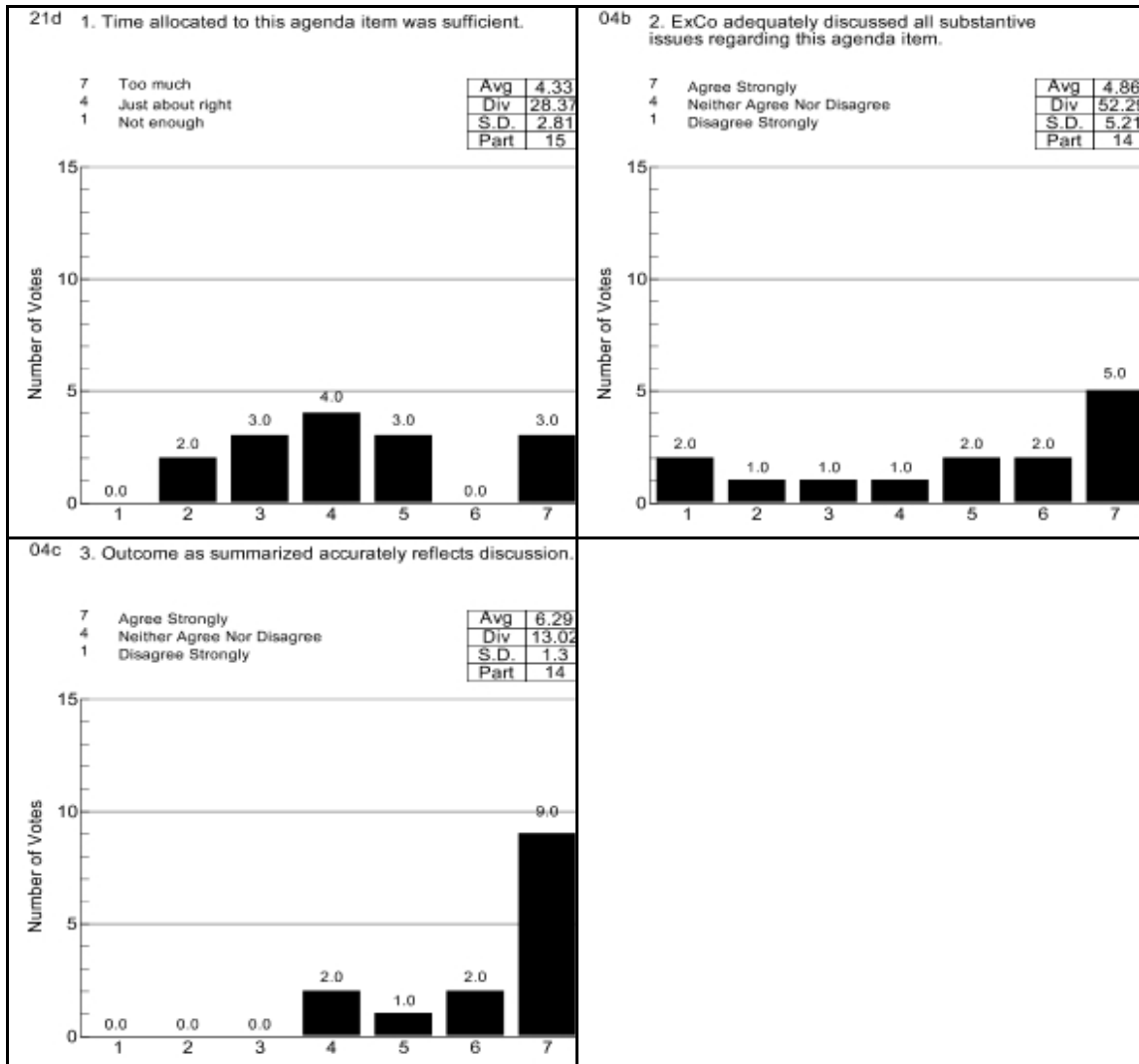
## 6.d. Strengthening the Research-Development Linkage in the CGIAR



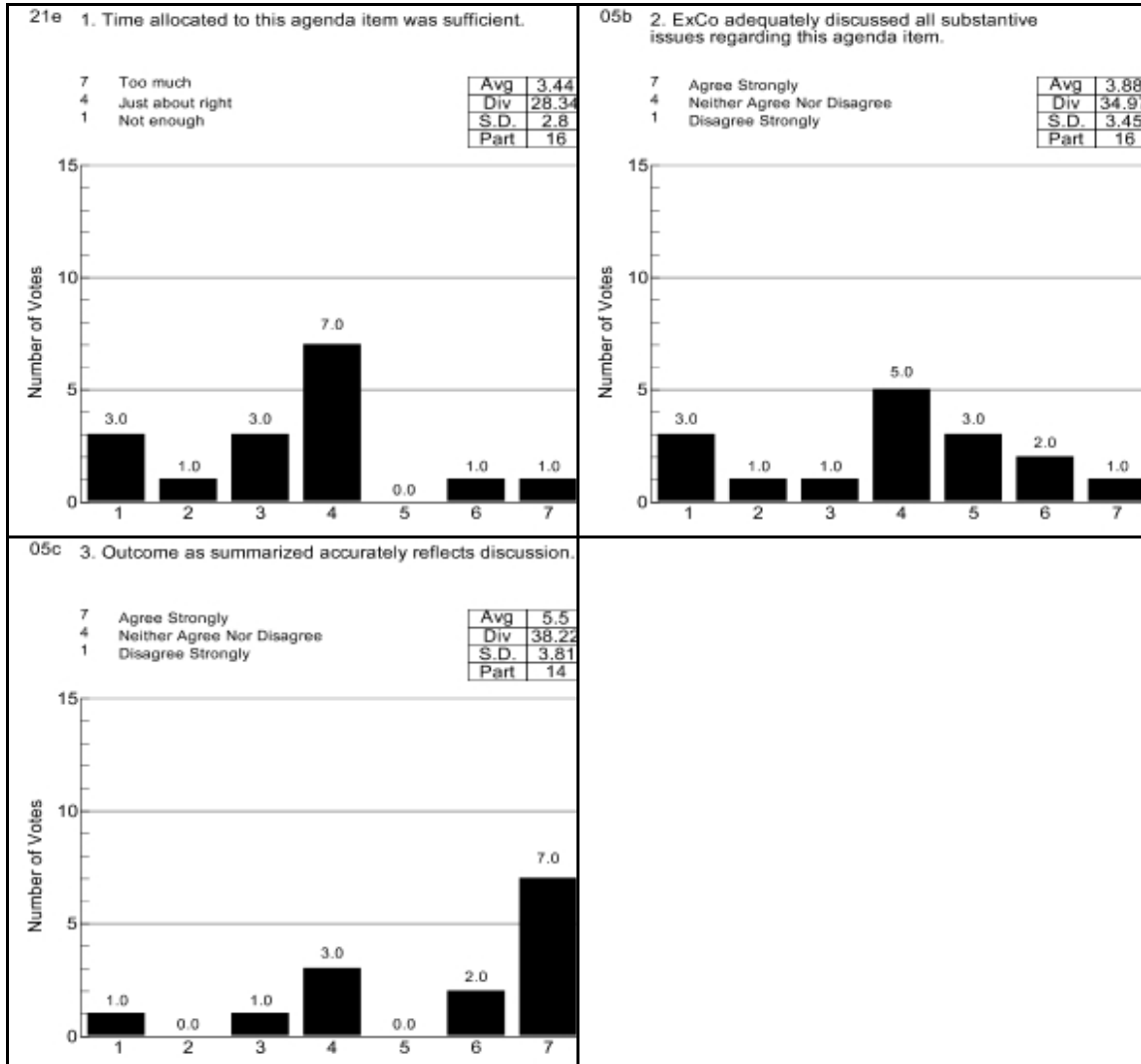
### 3.b. Medium-Term Plans and 2006 Financing Plan



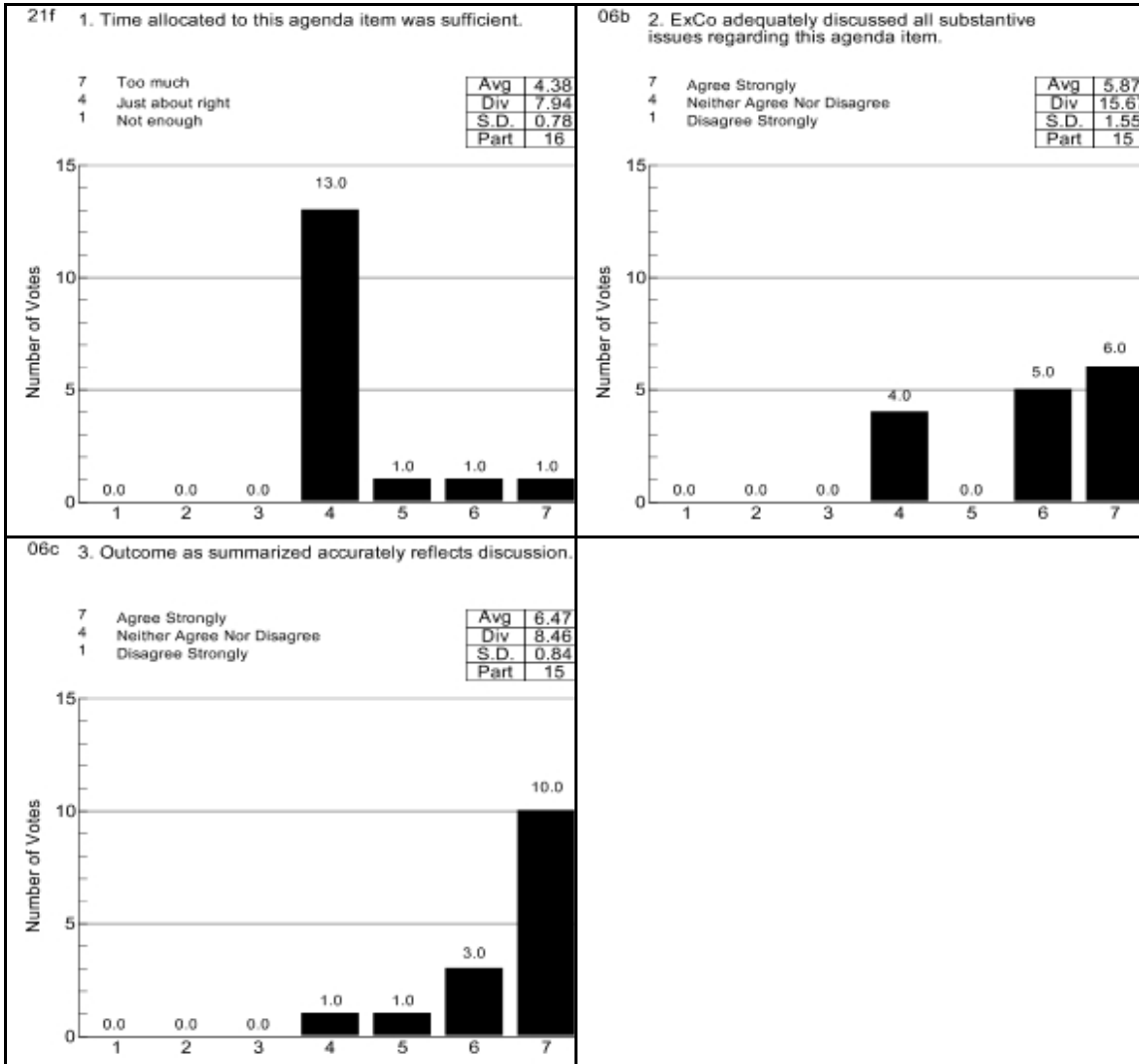
### 3.c. Report from Science Council



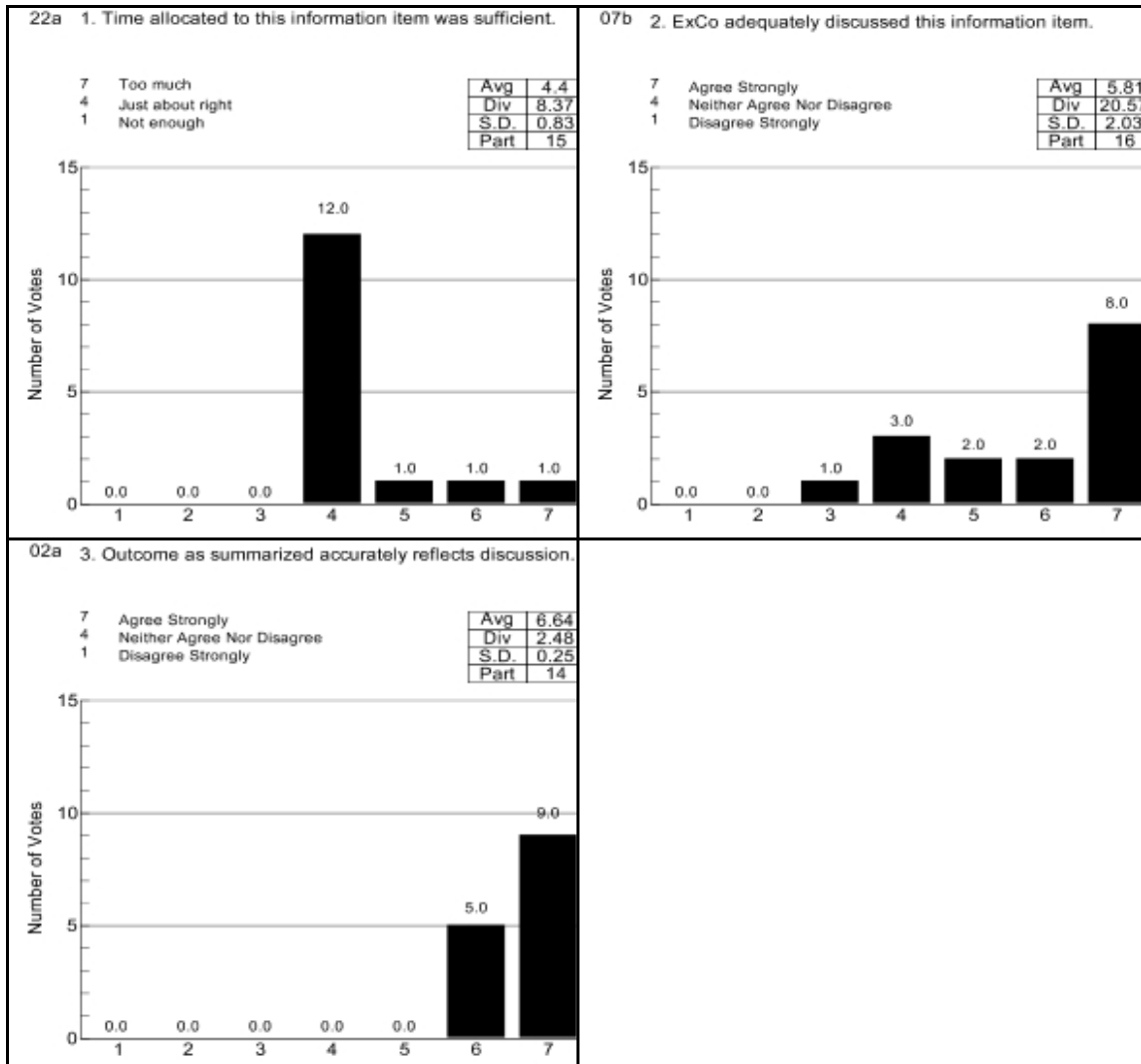
#### 4.a. CIMMYT EPMR Follow-up



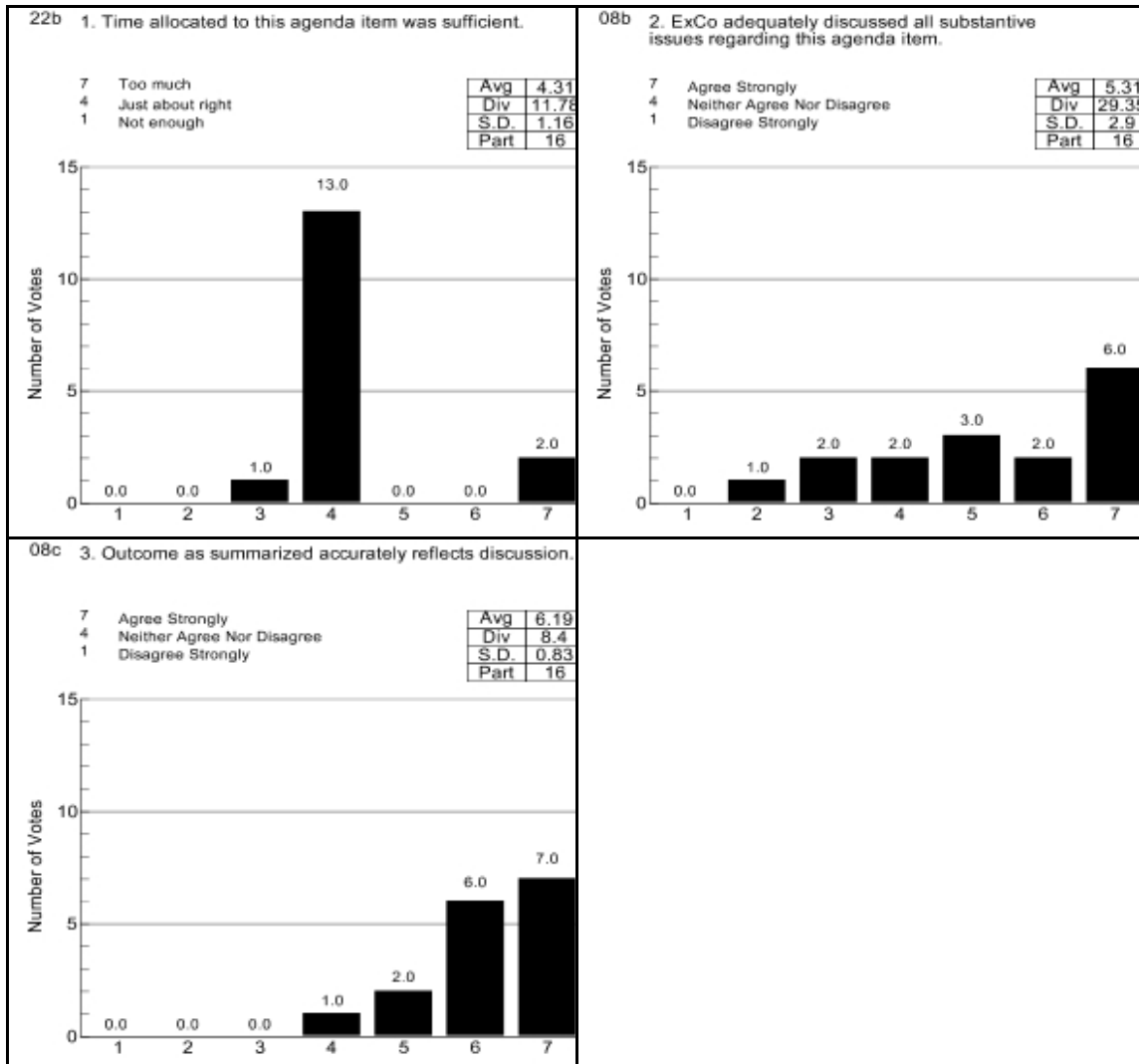
#### 4.b. Pilot Performance Measurement System



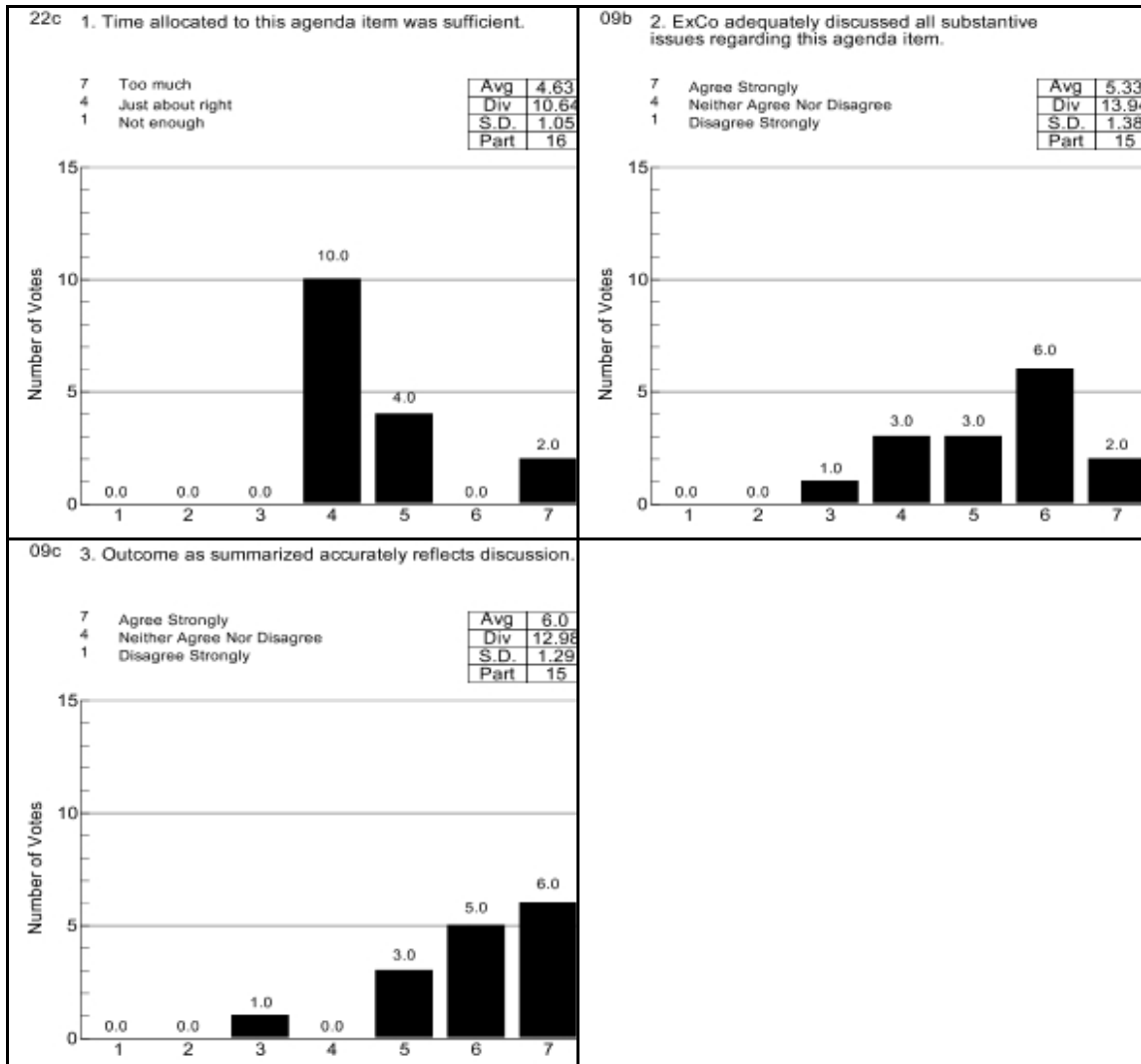
## 5. Report from Centers



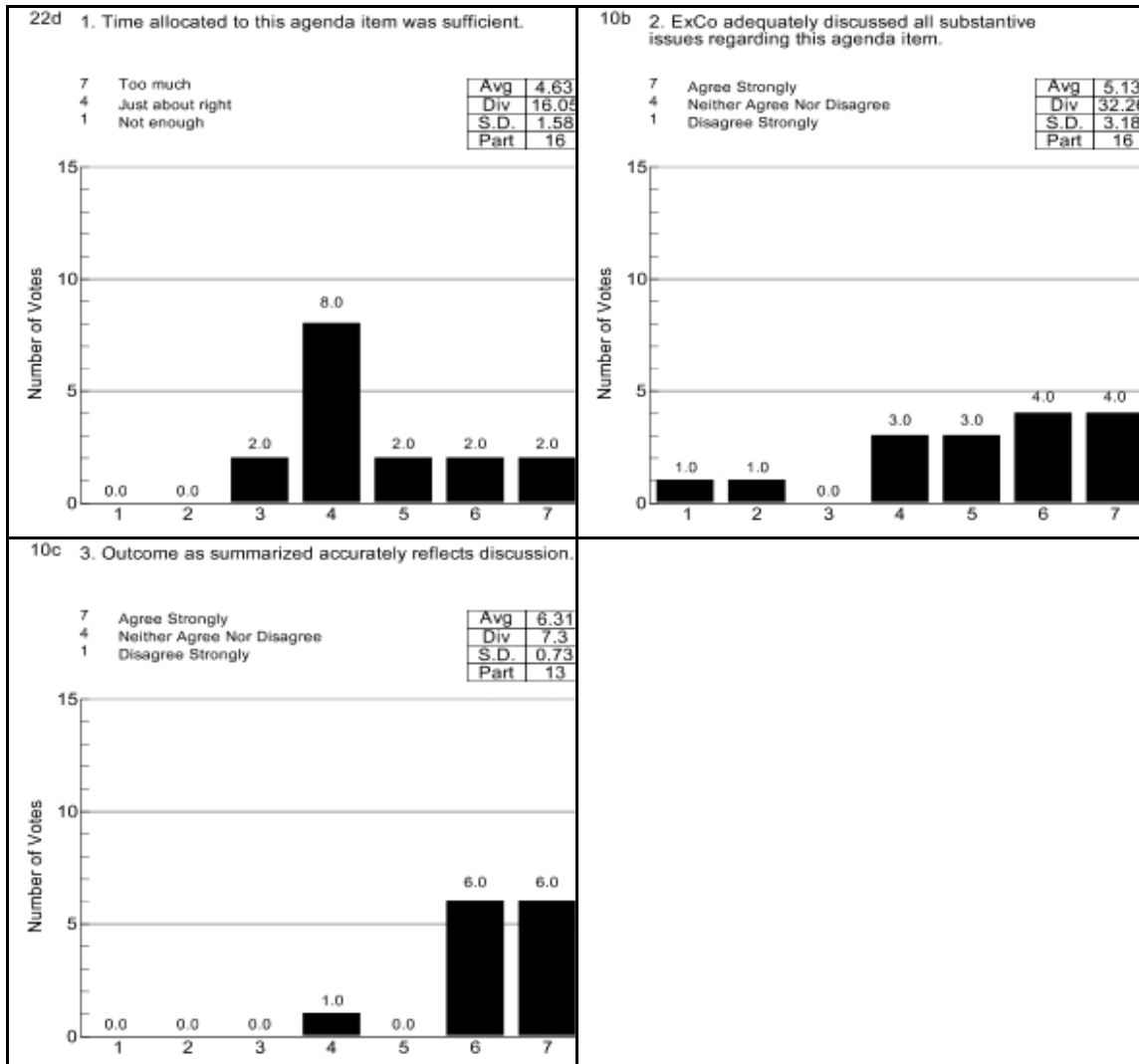
## 6.a. SSA Task Forces Follow-up



## 6.b. CGIAR Engagement with CSOs



### 6.c. Funding System Priorities Task Force



## ExCo 9 Feedback

