

ExCo 16 Conclusions and Decisions¹

2. CGIAR Transition

Report on Progress: Global Conference on Agricultural Research for Development (GCARD)

Conclusion and ExCo Decisions:

- *ExCo encouraged an inclusive participatory approach for GCARD that draws on farmers, NARS and other civil society organizations, including consultations at events such as the Science Forum in June 2009.*
- *The process should balance the need for inclusiveness with focus on achievement of clear outcomes in order to help link research investments with development outcomes. There needs to be a visible reinforcement of the interface between GCARD consultations and development of the Strategic Results Framework (SRF) and mega-programs.*
- *Private sector needs to be more prominent in the GCARD process and event.*
- *ExCo requested that GCARD be mindful of costs going forward.*

Strategic Results Framework and Mega-programs Update

Conclusion and ExCo Decisions:

- *The current work on SRF is in the right direction.*
- *SRF should be an evidence-based framework that will guide the System on how to best organize and bring programmatic and managerial coherence.*
- *It is important to build trust by bringing in partners to ensure a bottom-up participatory process. The new CGIAR needs to be a learning organization.*
- *The process should provide evidence to the System on where it is going and how it should be organized.*
- *The CGIAR reform is not about closing down Centers or programs, but about eliminating duplications and inefficiencies.*
- *While recognizing it was a first draft that was presented, mock up mega-programs do not meet the expectations of the donors.*
- *There was also a level of discomfort on the number of mega-programs in the draft paper.*
- *There is a risk of re-packaging existing projects into mega-programs. Mega-programs should be balanced among the three strategic objectives. There is also a need for capacity building.*
- *Handling cross cutting issues will be a challenge.*
- *Strong support was expressed for ensuring gender in programs. However, the details of the gender platform need to be carefully analyzed and developed.*

¹ Excerpt from the Sixteenth Meeting of the CGIAR Executive Council Meeting (June 4-5, 2009), Summary Record of Proceedings, June 25, 2009.

Consortium Update

Conclusion and ExCo Decisions:

- *The sentiment, intent and substance of the presentation at the ExCo 16 Meeting reflected more closely than the draft Constitution the AGM08 decisions for a strong Consortium Board with authority and tools to set the overall strategy, raise funds, effectively lead the Consortium and manage results.*
- *However, there was a sense of shortcoming in the proposed draft Consortium Constitution document which did not explicitly reflect the AGM08 sentiments and decisions. ExCo requested the document to be redrafted with clear and consistent language, which clearly states that the Consortium Board Chair and CEO will have authority of decision on overall strategy and organizational framework.*
- *The current document gives the impression that the envisioned Members Group of the Consortium would have inappropriate power over the Board.*
- *ExCo recognized that Center Boards would remain intact and be responsible for implementation of Consortium decisions.*
- *ExCo outlined several areas of ambiguity in the draft Constitution that need to be clarified with clear and consistent language.*
- *A small advisory group of ExCo members will be formed to provide feedback on the revised draft Constitution of the Consortium. (At the meeting, members from Australia (2), Canada and Norway agreed to serve on this group. Other CGIAR Members who are interested to serve are also welcome.)*
- *The preamble of the draft Constitution should contain language on linkages with GCARD, the CGIAR Fund, and other parts of the System.*
- *It is important that the Center Boards undertake due diligence on the legal implications of the Consortium as soon as practical.*

CGIAR Fund Update

Conclusion and ExCo Decisions:

- *ExCo expressed a desire for a balance of representation on the Fund Council from the South and North and from stakeholders using appropriate financial thresholds to ensure this. In the spirit of inclusiveness, engagement of private sector and foundations also needs to be explored.*
- *Composition of the Fund Council needs to be balanced, consistent with the AGM08 decision. Regarding the size of the Council, the Chair noted that, while inclusiveness is an objective, this should not be at the expense of losing efficiency by having a large Council.*
- *Stakeholders should also participate in decision making process on the Fund Council. Decision rules (consensus vs. voting) should be revisited and options for the latter explored.*
- *The first/inaugural meeting of the Fund Council should be open to all funders.*
- *ExCo expressed satisfaction with the role of the Fund Office as described in the Fund Framework document.*
- *Discussion on the role of the ISPC will be deferred until the task group that has been constituted has completed its work and made recommendations.*

- *A new draft will incorporate ExCo's feedback and circulated to the advisory group for the Fund and other interested CGIAR Members.*

Accountability Update

Conclusion and ExCo Decisions:

- *ExCo acknowledged that significant progress has been made in developing an accountability framework. The challenge going forward is to combine it with the managerial simplicity envisioned in the AGM08-approved reform proposal, i.e. a well-managed organization, consisting of a series of Centers, with appropriate and effective accountability tools in place.*
- *An addendum to the current paper should be included to state that new or additional tools should not be added to the accountability mix.*
- *The document should include the table of contents expected in the Consortium annual report. This will help the Alliance to see what reports will be necessary and how to best manage themselves.*
- *The document should also include a performance contract template. This will provide Members with an idea of what is expected, and help the Consortium determine the minimum set of tools needed to fulfill the contracts.*
- *A section on external beneficiaries should be included to demonstrate links to GCARD, and accountability to beneficiaries through surveys, transparency of documentation, and other tools. This can also be used as a marketing tool for donors.*
- *Further work is needed on M&E in terms of what independent evaluation will be needed in addition to what the Consortium will do. Clarity on who does what is also needed.*
- *A table on existing and on expected M&E mechanisms should be developed to ensure something is not being added.*
- *ExCo agreed on the suggestion that the Fund Council will be the locus of System oversight responsibility for the Consortium to report to, and the Fund Council in turn will report to the Funders Forum.*
- *ExCo requested a dispute resolution or other mechanism be developed and built into the framework in the event of a severe disruption (or worst-case situation) to the System.*
- *ExCo agreed with the suggestion to set up an editorial advisory panel for the accountability framework document. It will also help synthesize the document with other transition documents to ensure coherence. Australia, Canada and Ireland agreed to serve on the panel; other CGIAR Members are welcome to join. ExCo requested a beneficiary point of view to also be included on the panel.*

Transition and Next Steps

Conclusion and ExCo Decisions:

- *A final ExCo meeting (ExCo 17) will be held on November 2-3, 2009, in Rome.*
- *The final CGIAR Business Meeting will be held December 7-8, 2009, in Washington, DC. (December 8th will be either an inaugural Fund Council meeting or an informal meeting of donors.)*
- *There are two alternatives for the first Funders Forum: 1) to be held either immediately following the first GCARD (on April 1, 2010), or 2) in conjunction with another*

international event later in the year. Timing of this event will depend on progress of the transition and a decision taken at the Business Meeting.

- *Documents for the final ExCo and Business Meetings should be made available for posting to the web within the statutory time deadlines.*
- *ExCo reinforced the importance of the regional consultations to development of the Strategy and Results Framework. ExCo requested the TMT and the Alliance to consider the possibility of consultations with donors outside the ExCo environment to ensure a level of comfort prior to the final ExCo/Business meetings.*
- *TMT will discuss the financing plan for the transition and filling funding gaps of the Change Initiative Facility.*