

## **ACTION FOR SELECTING CGIAR NOMINEES TO BOARDS OF TRUSTEES AT CGIAR CENTERS**

1. This note sets out an action for implementing the conclusions reached and recommendations made by the Executive Council (ExCo) at its fourth meeting (ExCo4, May 16-17, 2003):

- *The CGIAR should maintain and improve the CGIAR nominee process.*
- *Each center board should have at least two members identified by the CGIAR and appointed by the board. These members would be briefed by, but not report back to, the CGIAR.*
- *The current CGIAR nominee process should be suspended until an improved process is in place.*

2. The objectives of a redesigned CGIAR nominee process would be to:

- provide greater opportunity for the donors and stakeholders to identify potential board candidates and participate directly in center governance;
- reinforce corporate CGIAR System perspectives to each board;
- promote greater alignment between CGIAR and center goals and priorities;
- maintain and improve the System's ability to capture geographically diversified representation in governance;
- strengthen the boards' expertise in the area of business management and corporate governance;
- provide that key donor and client interests are considered in a board's policy making.

3. The number of CGIAR nominees currently serving on boards ranges from zero at WARDA to eight at IFPRI. These numbers are determined by the by-laws of each center.

4. Under the new nominee process board candidates described below, each Board, assisted by the System Office and the membership (via ExCo), would be partners in the identification of board candidates to fill the CGIAR nominee vacancies.

5. The following process for selecting CGIAR nominees is proposed: it is entirely dependent on establishing an easily accessible database that can be accessed for the entry of candidates by all components of the System. It must be user-friendly of the type existing in the Gender and Diversity program.

**Step 1.** All members are invited to help populate the database.

**Step 2.** At the end of each calendar year, each board submits to the System Office a panel of up to 3 names for each anticipated vacancy. ExCo, with the assistance of the System

office if required, is invited to add up to a further three names for each vacancy, based on the skills required.

**Step 3.** The list of potential candidates are referred to the board for due diligence and scored for suitability based on criteria to be identified by CBC.

**Step 4.** The Boards then indicate to ExCo their preferred candidate, and the reasons for their selection, for endorsement and, if required, further negotiation. In the event of further negotiation, the candidate jointly agreed by the Board and ExCo would be submitted to the CGIAR membership for endorsement, on a no objection basis.

**Step 5.** The System Office then submits the identified candidate to the CGIAR for endorsement on a no-objection basis.

**Step 6.** The Center then fills the vacancy.

**Step 7.** The CBC, in collaboration with the System Office, organizes an intensive briefing for CGIAR nominees through a revised orientation program, which would be open to all new Board members.

6. The contents of this action proposal, as adopted by the Group, will be in effect from the beginning of the calendar year following its adoption, and provided that a satisfactory database is operating.