

Process for Selecting CGIAR Nominees to Center Boards

1. This document serves as an operational guideline for the CGIAR-approved process for Selecting CGIAR Nominees to Boards of Trustees at CGIAR Centers. It follows from the conclusions of ExCo reached at its meeting on 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 the redesigned CGIAR nominee process are 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; and
 - 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. The overall process was approved by the CGIAR on March 12, 2004.

5. What follows are two six-month timetables (one starting in March and the other in September) for identifying and appointing CGIAR-nominees to Center boards using the agreed process. The timetables indicate the deadlines and actions to be taken by Members, ExCo, Centers, and the CGIAR Secretariat to implement the process.

September to March Timetable

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

September 2004: CGIAR Secretariat unveils the new database and sends instructions for inputting names and contact information of candidates

CGIAR Secretariat sends out bi-annual circulars reminding members to input names of potential candidates.

Step 2.a. Centers identify upcoming vacancies.

September 1: Centers send list of CGIAR nominee vacancies and profiles to the CGIAR Secretariat.

September 15—October 30: CGIAR Secretariat conducts a canvass of members for identifying candidates for the announced vacancies

Step 2.b. At the end of each calendar year, each Board submits to the System Office a panel of up to three 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.

September 1—October 30: Board identifies up to three names for each announced vacancy and submits the names to the CGIAR Secretariat.

November 30: ExCo reviews the list of candidates received from each Center Board, and may add up to three names to the list for each vacancy considering names suggested by CGIAR members and others it identifies using the candidate database and other sources.

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.

December 31: Center Boards review the lists referred by ExCo and rank order the candidates using CBC-identified criteria.

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.

December 31: Center Boards submit their preferred candidates for each vacancy to ExCo.

January 15: ExCo endorses the Board-identified candidate or notifies the Board of its desire to further discuss the selection.

January 31 (if necessary): Center Board Chair and ExCo (through its representative) identify a mutually agreeable candidate.

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

February 1: CGIAR Secretariat prepares and submits circular to CGIAR for approval on a no-objection basis.

March 1: In the absence of objections during the preceding four weeks, the candidate is considered to be approved by the CGIAR.

Step 6. The Center then fills the vacancy.

March 1: Center is notified of approval and makes the formal appointment.

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

Being organized by CBC, in cooperation with the CGIAR Secretariat.

March to September Timetable

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

September 2004: CGIAR Secretariat unveils the new database and sends instructions for inputting names and contact information of candidates

CGIAR Secretariat sends out bi-annual circulars reminding members to input names of potential candidates.

Step 2.a. Centers identify upcoming vacancies.

March 1: Centers send list of CGIAR nominee vacancies and profiles to the CGIAR Secretariat.

March 15—April 30: CGIAR Secretariat conducts a canvass of members for identifying candidates for the announced vacancies

Step 2.b. At the end of each calendar year, each Board submits to the System Office a panel of up to three 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.

March 1—April 30: Board identifies up to three names for each announced vacancy and submits the names to the CGIAR Secretariat.

May 31: ExCo reviews the list of candidates received from each Center Board, and may add up to three names to the list for each vacancy considering names suggested by CGIAR members and others it identifies using the candidate database and other sources.

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.

June 30: Center Boards review the lists referred by ExCo and rank order the candidates using CBC-identified criteria.

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.

June 30: Center Boards submit their preferred candidates for each vacancy to ExCo.

July 15: ExCo endorses the Board-identified candidate or notifies the Board of its desire to further discuss the selection.

July 31 (if necessary): Center Board Chair and ExCo (through its representative) identify a mutually agreeable candidate.

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

August 1: CGIAR Secretariat prepares and submits circular to CGIAR for approval on a no-objection basis.

September 1: In the absence of objections during the preceding four weeks, the candidate is considered to be approved by the CGIAR.

Step 6. The Center then fills the vacancy.

September 1: Center is notified of approval and makes the formal appointment.

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

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