

# **Consultative Group on International Agricultural Research**

## **Seventh Meeting of the Executive Council**

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### **Summary Record of Proceedings**



*CGIAR Secretariat  
(A CGIAR System Office Unit)  
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## Acronyms Used

|          |  |
|----------|--|
| AGM      | Annual General Meeting   |
| BOT      | Board of Trustees  |
| CAC      | Central Asia and the Caucasus  |
| CBC      | Committee of Board Chairs  |
| CDC      | Center Directors Committee   |
| CGIAR    | Consultative Group on International Agricultural Research                              |
| CP       | Challenge Program  |
| CWANA    | Central and West Asia and North Africa   |
| DFID     | Department for International Development   |
| DG       | Director General   |
| EC       | European Commission  |
| EPMR     | External Program and Management Review   |
| EU       | European Union   |
| ExCo     | Executive Council  |
| FAO      | Food and Agriculture Organization of the United Nations                                |
| FARA     | Forum for Agricultural Research in Africa  |
| FC       | ExCo Finance Committee   |
| FTG      | Fine-tuning Group  |
| GFAR     | Global Forum for Agricultural Research   |
| GO-AFU   | Global Open Agriculture and Food University  |
| GPG      | Global Public Goods  |
| HR       | Human Resources  |
| IAASTD   |  |
| IAU      | Internal Audit Unit  |
| ICARDA   | International Center for Agricultural Research in the Dry Areas                        |
| ICRISAT  | International Crops Research Institute for the Semi-Arid Tropics                       |
| ICRAF    | World Agroforestry Center  |
| IFPRI    | International Food Policy Institute  |
| IFAD     | International Fund for Agricultural Development  |
| ILRI     | International Livestock Research Institute   |
| IPGRI    | International Plant Genetic Resources Institute  |
| IRRI     | International Rice Research Institute  |
| LAC      | Latin American and Caribbean   |
| MDG      | Millennium Development Goals MTP Medium-term Plan                                      |
| NARS     | National Agricultural Research System  |
| NEPAD    | New Partnership for African Development  |
| NRM      | Natural Resource Management  |
| OECD/DAC | Organization for Economic Cooperation and Development/Development Assistance Committee |

|        |   |
|--------|---|
| PC     | ExCo Program Committee                        |
| PSC    | Private Sector Committee                      |
| SAS-HR | Strategic Advisory Service on Human Resources |
| SC     | Science Council                               |
| SO     | System Office                                 |
| SSA    | Sub-Saharan Africa                            |
| SWP    | Systemwide Program                            |
| WARDA  | Africa Rice Center                            |
| WGPM   | Working Group on Performance Measurement      |

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All documents for ExCo7 are available at <http://www.cgiar.org/exco/exco7docs.html>

## **1. Opening Session**

### *Welcome by Host Institution*

International Fund for Agricultural Development (IFAD) President Lennart Bage welcomed the CGIAR Executive Council (ExCo) to IFAD and expressed strong support to the work of the CGIAR, and looks forward to a continued dialogue with the System. He also noted the importance of focusing the work of agricultural research on poverty reduction.

### *Comments by Host country (Italy)*

Stefano Pontecorvo welcomed ExCo to Rome on behalf of the Italian Government. He expressed Italy's continued support to the CGIAR and noted his government's pleasure in having the headquarters of IPGRI located in Macaresse, outside of Rome.

### *Chairman's Introduction*

Ian Johnson thanked Lennart Bage and IFAD for hosting the meeting and thanked both IFAD and Italy for their support to the CGIAR. He welcomed ExCo members and formally opened the meeting. (Meeting participants are listed in Attachment 1)

### *Election of Meeting Co-Chair*

Afewerk Aklilu (SSA) was nominated and elected Co-chair of the meeting.

### *Adoption of the Agenda*

The draft agenda was adopted without changes. During the course of the meeting three items were added under 'Other Business.' These are reflected under that agenda item in the summary of proceedings.

## **2. CGIAR Status Report**

### *Report from Director*

Francisco Reifschneider updated ExCo on developments in the CGIAR since ExCo 6:

### *Follow-up of ExCo 6 decisions:*

- 2003 Financial Report: letters were sent to Centers with red-flagged indicators;
- Science Council (SC)/SC Secretariat financing: a sustainable financing mechanism is being discussed with donors, and informal discussions will continue at AGM04.
- Lessons learned on pilot CPs: SC and CGIAR Secretariat are preparing a report for presentation at Annual General Meeting (AGM)04; an oral report will be provided at ExCo 7;

- CGIAR Charter: the final draft from the fine-tuning group is ready for submission to the CGIAR for approval;
- CGIAR nominees on Center Boards of Trustees (BOTs): a new timetable agreed to by the CGIAR Secretariat and Committee of Board Chairs (CBC) will be presented at ExCo 7;
- Partnership Committees Review: will be discussed at AGM04;
- ExCo Committees reorganization: a proposal will be presented at ExCo 7;
- Timing of future AGMs: a survey is being conducted and a proposal will be made to the CGIAR at AGM04 for decision.

*System Office Developments:* The third System Office (SO) workshop is scheduled to be held on September 16-17, 2004, at FAO. The Internal Audit Unit (IAU) has issued good practice notes on several topics including Center-wide risk management and business continuity. The Strategic Advisory Service on Human Resources (SAS-HR) has begun operations, and five Centers are participating in the service together with the CGIAR Secretariat. Major outputs are being shared with all 15 Centers. An SAS-HR video clip was shown to ExCo illustrating a database being built on human resource (HR) policies of the participating Centers.

*Leadership and Change Management Training:* A custom program is being designed by the Harvard Business School and will be held in December 2004; approximately 40 participants from Centers, SC, Challenge Programs (CPs) and SO units are expected to attend.

*Compensation Study:* Philippe Vialatte briefed ExCo on activities since ExCo 6. Phase I of the study is near completion. Phase II (survey of comparator organizations) has started and the entire study should be completed in the second half of 2005. As agreed at ExCo 6, the final report will be released at the completion of the entire study; however an update on Phase II will be given at AGM04. ICARDA and ICRAF were requested to provide missing information to the consultants as soon as possible to allow closure of Phase I.

*Communications (May-September 2004):* Recent events where the CGIAR participated include the World Bank Environmentally and Socially Sustainable Development Forum, (Department for International Development) DFID briefing to the House of Commons, dialogue with new European Union (EU) member states, launch of Japan Forum/ Fellowship Program, workshop on the Global Open Agriculture and Food University (GO-AFU) at IFPRI. This will also be discussed at AGM04. Publications include:

- Chairman and Director's letters
- CGIAR News and e-CGIAR News
- Partnership brochures
- CGIAR website (major update currently taking place).

*AGM04 Highlights:* AGM will be preceded by Centers-Members Day on Monday and a field day on Tuesday. Highlights include presentation of Science Awards, Crawford Lecture to be given by Hernando de Soto, a Ministerial Roundtable, an expanded

Innovation Marketplace, a dialogue with founders of the CGIAR, a dialogue with farmers, and Centers and partners exhibitions.

*CGIAR Membership:* The CGIAR currently has 63 members and ended 2003 with contributions of US\$381 million. For 2004, estimated contributions total US\$428 million, and are projected by Centers to reach US\$459 million for 2005. The level of funding for the top 10 donors as well as overall funding continue to increase. The number of members is also expected to increase.

***Discussion:***

- ExCo and the CGIAR should focus on making progress as a System. They should look at independent Centers and how they collaborate and work in mutually reinforcing ways as a System. Our aim should be to increase the efficiency and effectiveness of the entire System and make real impact on agricultural productivity, sustainable use of the natural resource base, and poverty reduction.
- It is good to see income going up. It is also important to track how the increased income is being used. Performance measurement should help track the impact of the CGIAR. A critical question is what is happening to the financing of research conducted by National Agricultural Research Systems (NARS) while the income and work of the CGIAR is increasing.
- The Chairman noted that the link between the work of the CGIAR and that of the development agencies should be examined in order to increase synergies between research and development.

### **3. Program Matters**

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

Per Pinstrup-Andersen briefed ExCo on SC activities, including the priorities and strategy exercise and the outcome of the SC meeting held September 6-9, 2004. He gave a brief overview on the SC panel members and their qualifications to serve, and introduced Ruben Echeverria.

The SC is focusing on helping the System develop a more cohesive and effective approach to the work of the CGIAR so that it can have a greater impact on reduction of poverty, hunger and malnutrition. There are five elements to this approach: (1) identification of a set of clear System priorities and objectives, (2) a new approach to monitoring and evaluation, (3) integration of performance measurement in Medium-term Plans (MTPs) and logframes, (4) strengthening MTPs and logframes to set realistic goals and monitor progress towards their achievement, and (5) encouraging regional programmatic alignment, starting with the ongoing effort of the CGIAR task forces on SSA. These efforts will build on Center Directors Committee (CDC)/CBC activities toward a strengthened and improved alliance.

He noted that for this to work, the meeting schedule for the System needs to be modified in order for there to be adequate time between SC, ExCo and CGIAR meetings to enable

effective discussion of issues, with appropriate documentation. For example, SC is unable to provide a written report to ExCo 7 from its meeting held during the previous week.

The outcomes of the SC meeting (including those that are discussed in later agenda items) include the following:

1. Recommendation to approve the Sub-Saharan Africa (SSA) CP for a diagnostic, inception period;
2. Continuing work on the development of System priorities;
3. Recommendation to approve all Center and CP MTPs, with specific recommendations for each MTP;
4. Recommendation to continue the Generation CP beyond the inception phase;
5. Development of a new approach to monitoring and evaluation of Centers and CPs; with more responsibility to be placed on Centers and CPs and on Center BOTs to participate in evaluation of CPs, and to lighten the load on External Program and Management Review (EPMR) panels;
6. Commissioning of EPMRs for ILRI and ICARDA;
7. Agreement to be a full partner to the task force on programmatic alignment in Africa;
8. Agreement to participate in a specific set of collaborative activities with FAO;
9. Adoption of a policy on conflict of interest for SC and standing panel members and review of the existing policy for EPMR panel members;
10. Decision to write a statement of support for GO-AFU;
11. Request to have CGIAR/ExCo clarify arrangements for representation of CGIAR and SC in IAASTD.

#### *Development of Strategic Framework for Assessing Priorities in the CGIAR*

A draft paper on the strategic framework was distributed to ExCo. SC Chair noted that this is a very rough working document. Two of the priority areas, policy and national capacity strengthening, cut across all of the others for the most part. SC is examining how to address this issue, in particular for policies, as some activities in the policy area are in the form of free-standing research generating global public goods (GPGs). An additional topic covering policies at the macro level might be added.

The SC suggests that a sharply focused set of System priorities be developed and 80-90 percent of CGIAR's resources be allocated to those priorities. It will invite Centers, outside experts and interested donors for consultations on priority topics. To maintain flexibility and encourage innovation, 10-20 percent of resources should be left undedicated to specific System priorities.

He clarified that the exercise is entirely on programmatic priorities, after which discussions on structure and form would follow. However, it is imperative that discussions of a programmatic nature take place first.

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

- One member asked if progress has been made on long term funding of the SC.

- The focus on reducing poverty should be stronger, and the statement on natural resource management (NRM) is not as focused as it should be. The issue of capacity building and partnership development should also be clearer.
- How will the priorities that are developed find their way into each Center's programs and activities? The priorities need to be translated into outputs, and it's unclear whether it will be done at the System or Center level.
- Has the consultation been widespread enough, including consultations with NARS? Maximum participation to the extent possible should be a goal.
- Are the priorities sharp enough to focus the myriad activities of the CGIAR and is there a mechanism in place to have influence on autonomous Centers to cut non-priority programs back?
- Some members commended the SC for its work in this area and look forward to working with SC to help it focus the priorities.
- Clarification was requested on whether the exercise is focusing on high value crops, commodities or products.
- Has a gap analysis been undertaken to determine what is missing in the System in terms of the priority areas identified? What are the needs for the future?
- Is this reflecting priorities for the CGIAR, or for international agricultural research broadly?
- Is the intention to have the indicated priority work to be done only by CGIAR Centers or could some activities be carried out by centers/institutions/networks outside the CGIAR?

P. Pinstrup-Andersen thanked members for a rich discussion and comments which will be taken into account. He clarified that a final set of priorities can not be set in each of the priority areas identified until consultations are completed. SC can only recommend, not force implementation of the priorities. Donors will be asked to fund priority activities on an unrestricted basis but ultimately this is a donor decision. Priority areas are not yet fully focused and need refinement. He clarified that the study talks about both high value crops which are not covered by the CGIAR, as well as adding value to commodities which are covered by the CGIAR (e.g., via new products). He also noted that genetic conservation of livestock and fish stocks is not excluded. Center staff may not be able to cover all areas in all cases, so they may have to build capacity in some new areas. He explained that the priorities were not limited to the 15 Centers, but it is too early to guess what other institutions will be involved.

F. Reifschneider addressed the issue on long term funding of the SC and the decision taken at ExCo 6. Several donors have been approached and in a few cases the conditions that would have been placed on funding were not acceptable and therefore unable to be considered. Dialogue continues with potential donors. The basic principle is that SC must be able to perform its activities independently of any conditions imposed by its financiers.

***Conclusions:***

- *I. Johnson thanked SC and noted that it is off to an excellent start. The priorities study will be discussed at both the Stakeholders and Business Meeting at AGM04. He cautioned that the System's priorities should not be set through a popularity*

*contest. The process of consultation should be documented for transparency so that all could see how the recommended priorities were determined.*

### **3.b. MTPs and 2005 Financing Plans**

P. Pinstруп-Andersen reported on SC's assessment of Center and CP MTPs. He stated that overall MTPs were better this year than last. However, he noted that in some cases the projects being undertaken are not integrated in a way that makes it clear they will deliver a global public good. Milestones need to be strengthened to produce a more cohesive work plan. SC will finalize its commentaries and send them to Centers with an invitation to submit a short note in response, which will be attached to the SC commentaries and submitted to the CGIAR for consideration at the AGM. SC recommends that all MTPs for Centers and CPs be approved by the CGIAR.

Ravi Tadvalkar gave a presentation on the 2005 financing plans of the Centers on behalf of the Center (ILRI) and CGIAR Secretariat team that prepared the consolidated report. The financing plan for 2005 is for a proposed research agenda of US\$464 million, which includes the CPs. He noted that investment requirements of CPs are projected to increase to approximately US\$48 million by 2007.

The planned aggregate investment for all programs in 2005 is nearly \$64 million (16 percent) over the actual 2003 level. Fourteen Centers propose an increased budget over 2003 and one a decrease. Investment by region also shows a slight shift, with relative shares increasing for Central and West Asia and North Africa (CWANA) and SSA and decreasing for Asia and Latin America and Caribbean (LAC) regions.

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

- There was a recommendation that the tables should include the estimates as well as actuals for the last two preceding years (2002 and 2003 in this case). It was also suggested that restricted/unrestricted funding levels also be included in the MTPs.
- The plan shows a relative decrease of investment in activities geared towards LAC; therefore, it was suggested that there should be an increased effort to establish stronger partnerships with NARS in LAC in order to help increase the total investment in LAC. Such collaboration is important for the System as a whole and not restricted to NARS in LAC. The Secretariat clarified that that the decrease for LAC was a decrease in percentage of overall funding and therefore does not necessarily represent a decrease in absolute terms.
- The increase in funding resulting from finance mobilization was commended and praise given to all those responsible.
- One member noted that the increase should be looked at in the context of a weakened US\$ which may show an increase in funding but not necessarily an increase in the purchasing power of the Centers. It was noted that this is an interesting issue, but since Centers make most of their purchases in US\$ terms, they do benefit in real terms as well. A note on this issue should be included in the version that goes to AGM04.

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

- *ExCo recommended CGIAR approval of the 2005 Financing Plans. The suggestions made on the presentation should be included in the submission to the CGIAR.*

### **3.c. Challenge Programs**

#### ***3.c.1. SSA Challenge Program Proposal***

P. Pinstrup-Andersen informed ExCo that SC recommends the first phase of the SSA CP be approved, funded and implemented. It presents a new paradigm for agricultural research in SSA, but it does not permit clear specification of research priorities upfront because priorities would be based on information obtained from data generated in the field during the first phase. The first phase consists of a diagnosis of information collected from three sites and SC proposed this phase be approved for an 18 month period. It suggests the Forum for Agricultural Research in Africa (FARA) to bring back information that SC needs in order to make a recommendation on the subsequent phases. SC will review the work after 12 months while the proponents work an additional six months, at which time the CGIAR will make a final decision. The funding requested for the first phase, which is part of the discussion planned for AGM04, is US\$4.9 million. SC's full commentary on the SSA CP will be available soon.

Before opening the item to discussion, I. Johnson noted that approving the CP for an inception phase has been done before with the Generation CP.

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

- It was noted that the G8 recently recognized the importance of international organizations such as the CGIAR to help find solutions for development problems, and it is important for the CGIAR to take this opportunity to show its commitment to SSA and generate political support for such activities. However, the CP proposal does not make clear how it would efficiently utilize CGIAR resources and add value to the CGIAR.
- General support was expressed for the innovative nature of the CP, but there are still questions on management issues, the focus on development rather than developing knowledge as such, and it seems to take a long time to develop priorities.
- There are also concerns about how the CP would relate to Systemwide activities, the CGIAR task forces on SSA, the proposed Centers Alliance, and other ongoing activities in Africa (e.g., New Partnership for African Development (NEPAD)); and how they will add value to the CGIAR System as well as help achieve the Millennium Development Goals (MDGs).
- Preparatory or inception phases—similar to what was done with the Generation CP—should be done as an exception and not become the norm when approving CPs.
- The CP proposal is not clear on external actors, the role of the private sector and the extent to which the activities are market-driven.

- General support was expressed for moving forward with the diagnostic preparatory phase recommended by SC, but a clear set of outputs should be developed for the 18 month diagnostic phase before it is submitted for approval by the CGIAR. The CP has potential for high benefits but comes with high risk and needs to be carefully considered.
- The SSA CP should undergo a broader discussion by the CGIAR at AGM04.

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

- *SSA regional needs are high; therefore, there is a clear sense of urgency.*
- *ExCo supports the innovation embodied in the CP, but recognizes the risks involved.*
- *There is a need for the SSA CP to demonstrate added value by contributing to efficient utilization of CGIAR resources with clear linkages to other CGIAR activities (e.g., CGIAR task forces on SSA, CP lessons learned, CDC Collective Action Framework, Systemwide Program (SWP)—African Highlands).*
- *ExCo recommends to the CGIAR approval of the SSA CP for an 18 month inception phase incorporating the following three steps:*
  1. *AGM04 discussion to thoroughly enrich SC and ExCo-raised issues.*
  2. *FARA will be requested to respond to the consolidated AGM04 conclusions and recommendations by providing ExCo, every 6 months, a progress report on actions taken to address CGIAR conclusions and recommendations and by providing the SC, 12 months after the start of the inception phase, a detailed report on the pilot sites work plan and priorities. SC will then commission an on-site review and advise ExCo on adequacy of progress made by FARA.*
  3. *ExCo makes a recommendation to the membership on whether or not to continue the SSA CP beyond the inception phase at the end of the 18 month period.*

***3.c.2. Lessons Learned on Pilot CPs***

This is a follow-up item to ExCo 6 where ExCo requested the SC and CGIAR Secretariat to synthesize lessons learned thus far on CP implementation in the areas of science, finance and governance. A report is being prepared for presentation at AGM04. P. Pinstруп-Andersen and F. Reifschneider updated ExCo on preliminary findings and plans for next steps.

*Science*

P. Pinstруп-Andersen noted that a CP is a time-bound program of high value research that addresses problems of global or regional significance and involves partnerships with various organizations.

The SC has determined that the three pilot CPs have met the main criteria of CPs. The nature of the challenges are different, but all are time-bound, science-based and aimed to provide international public goods of global significance to reduce poverty and hunger.

On partnerships, he stated that establishing partnerships is not an end, but a means to delivering research. They should not be a goal in and of themselves. One of the CPs has made development of partnerships a goal. The lesson learned is that partnerships have been developed for different reasons. They should be considered at the planning stage and CPs should ask why they are being developed. The focus should be on intrinsic added value of partnerships on the effectiveness of CPs, rather than as an end.

CPs should identify and remove roadblocks. Based on experience thus far, clarity is needed on what the roadblocks are and what can be done to remove them through construction of appropriate road signs and/or other measures, such as institutional change.

A large number of new partners can create a risk of lack of focus. Two of the CPs are arguably not sharply focused. Two are using competitive bidding to help set priorities. SC believes priorities should be set first, and then start competitive bidding to help complete the process, but not the other way around. This needs to be addressed in future CPs. Priorities must be right in order to create a cohesive program to develop global public goods.

Preliminary findings suggest that the following are needed to help make CPs successful:

1. Clear specification of the roadblock(s) to the challenge, i.e. what is the roadblock that the CP wants to remove?
2. There is an additional 7-9 percent of overhead and transaction costs to undertake CPs; additional added value needs to be realized to cover these costs, which require clear priorities to drive the CP;
3. Partnerships to access expertise to overcome roadblocks and deliver outcomes;
4. Time-bound, science-based outcomes that deliver global public goods; and
5. Fast moving science often requires provision of centralized services.

### *Finance and Governance*

F. Reifschneider briefed ExCo on examination of lessons learned on CPs in the areas of finance and governance. The CGIAR Secretariat is working closely with SC on this. A consultant has been engaged to examine data available publicly and conduct interviews with CGIAR stakeholders. Some of the general highlights of feedback from stakeholders include:

1. CPs are useful and add value;
2. They offer an innovative approach to problem solving;
3. They are helping open the System by attracting new partners who would not otherwise be engaged;
4. There is no single, optimal model for governing and managing CPs.

Overall, the day-to-day management of CPs is an issue and linkages to other areas of the System raises the issue of governance. On research management, there is an indication that CPs have been successful in developing new partnerships and mobilizing new science to the CGIAR as a whole. It is necessary for CPs to have a balanced research portfolio and be able to directly commission research, in addition to competitively allocating funds to selected projects.

CPs have been able to attract resources of all kinds (human, knowledge as well as financial), including for example the support from the Gates Foundation for HarvestPlus. CPs have also attracted additional funding from traditional donors.

CPs do come with significant transaction costs, but these must be seen against transaction benefits. The adoption of competitive funding mechanisms adds to costs, but it also helps mobilize the best talent from the outside.

He noted that a joint report from the SC and CGIAR Secretariat is being prepared and will be presented at AGM04 for discussion. ExCo's views from this discussion will be reflected in the report that goes to the CGIAR.

***Discussion:***

- New partnerships have the potential to bring new science, but more partnerships are not always better; in some cases fewer may be better because of transaction costs. More in depth analysis on transaction costs should be undertaken.
- It is important to bring in more partners from the private sector and NARS; how effective have CPs tapped these areas?
- If Systemwide Programs are an alternative to CPs, why haven't the Centers created such programs in the areas the CPs are operating now?
- There is overlap on governance between some CPs and the Centers; this issue should be analyzed in the paper.
- Although CPs have attracted additional funding, traditional funding has also been diverted from Centers to CPs. This has potential long term impact on Centers. It is important to place CPs in the proper context and realize they are only one vehicle to change and not the only solution; they are not necessarily an efficient alternative to research by the Centers.
- Impact of CPs on Center programs has not been included as a component of lessons learned. What is the reaction of the Centers?
- CPs are not without controversy and mid-course corrections should be made, if necessary.

***Conclusions:***

- *The Chairman summarized the points made by ExCo members and suggested that these should be taken into account in finalizing the paper on lessons learned from the pilot CPs.*

***3.c.3 Generation Challenge Program***

*Comment from SC*

P. Pinstrup-Andersen informed ExCo that SC recommends continuation of the Generation CP. It is important for the System to have a platform for work on genomic technologies of related crop species and this activity should be done as a CP. The Generation CP has established organizational structures and is on its way to achieving what it set out to do, but the SC is concerned that the CP may be moving beyond what is

absolutely necessary in terms of organizational and governance structures. The CP has made good progress on establishing a platform for bioinformatics and the milestones for two subprograms are precise, quantitative and time-bound. Whether the CP is successful will depend on funding more than capability to do the work. The CP has built a high profile in scientific meetings and gone beyond traditional partners in the CGIAR, involving world leaders in the genomics field. SC is concerned that the CP is trying to be everything to everybody and should focus on the genomics platform and activities for genetic improvement. It should be recognized by all that drought tolerance is a worthy goal, but it is hard to achieve. The CP should be mindful of the balance between commissioned and competitive research. He reiterated the point of setting clear priorities and then determining whether to commission research or undertake competitive bidding. A more detailed commentary will be available based on SC's September 2004 meeting.

*Comment from CGIAR Secretariat*

F. Reifshneider noted that the CP is being carried out by a formidable consortium of 14 institutions. An interesting feature is that the CP is facilitating collaborative research *among* CGIAR Centers, an original goal of the CPs. The CP has attracted significant additional resources, especially from DFID. An unknown factor is whether this increase would have been forthcoming without the CP and just a traditional inter-Center research program. It is also important to note that the CP has mobilized significant in-kind contributions; it is estimated that in-kind contributions from partners to competitive grants represent about 50 percent of the total. The complexity of governance is an issue that needs to be tackled.

*Comment from CP Coordinator*

Bob Zeigler responded to the comments made. He agreed with the comments on governance and noted the complexity of the consortium involved, but also highlighted the resources and support received from the private sector. In terms of the competitive grants program, he agreed that it must be done carefully to avoid problems and retain focus, especially focus on the research program. He stated that the CP is part of the CGIAR System and in no way should undermine the strength of the Centers.

***Discussion:***

- Members expressed support for the CP and recommended it for approval by the CGIAR; proponents of the CP were also commended for their work.
- The CP offers a unique platform in which to try new things and provides a valuable opportunity to move some private goods into the public domain.

***ExCo Recommendations to the CGIAR:***

- *ExCo recommended approval of the Generation CP beyond its inception phase.*

## 4. Evaluation

### 4.a. Working Group on Performance Measurement—Progress Report

Luis Arango, Co-chair of the working group (WG), updated ExCo on the activities of the WG since ExCo 6 and highlighted the next steps. The WG plans to complete its recommended set of indicators for these elements during 2004. The measurement system would be piloted in 2005, using 2004 data. Full implementation would start in 2006 using 2005 data.

WG Co-chair Kevin Cleaver noted some of the issues discussed by the WG, including balance among the indicators and the use of the system for resource allocation. He noted that the primary purpose of the system would be to assist Centers and their Boards in performance management. The indicators generated would be only an input for decision making by donors on resource allocation. A related issue is the verification of data. Many sources would be used, e.g., EPMRs, financial audits, the SC and MTPs.

#### *Discussion:*

- It is not clear that indicators would measure impact on the ground.
- Concern was expressed about the possibility of having the Centers ranked in terms of performance.
- It is important to operate with full transparency when deciding what indicators to use in a performance management system. SC input is key to creating an effective system. It has the potential to help Centers focus their research and help allocate funding to activities within a Center's portfolio.
- There is a concern about some of the indicators (e.g., HR) and it would be useful to understand the background and the rationale. For example, the number of women research managers in different Centers should be examined on the basis of the percent of women managers in that country.

K. Cleaver responded to the comments and made clarifications. The system is being designed to look at outputs and outcomes in an objective way to determine why targets are met or not met. It can be taken even further to look at impact. On allocation, donors will continue to use whatever allocation system they want. The World Bank will use this system for part of its allocation. Other donors, however, may or not use this system. The WG will respond to Centers by attempting not to burden them on the data collection exercise. He noted that CDC has had significant input in the process. The number of indicators have been reduced from over 100 (suggested by SC and CDC) to under 40.

L. Arango noted that the system will not rank the Centers, but will give information about the Centers to donors, who will use the information as they see fit.

I. Johnson noted that performance management is very important to many donors and this is an endeavor that seeks common metrics and will help the System tremendously. Establishment of such a system is comforting to many donors. If the CGIAR had not put such a system in place, several could have been imposed on it. The key is to use such a system sensibly, not mechanically.

#### **4.b. IRRI EPMR**

ExCo Co-chair A. Aklilu asked I. Johnson to introduce the EPMR and its overall recommendations. Ian Johnson noted that the panel has made 10 recommendations that are relatively straightforward—in that both the Board and the SC has agreed with them. However, there were no specific recommendations on IRRI activities in Africa and this represents a gap in the review. He noted that IRRI's Director General (DG) and Board Chair were invited to attend the ExCo meeting, but were unable to do so because of the overlap with the timing of the IRRI Board meeting.

P. Pinstrup-Andersen noted that SC supports all 10 recommendations of the EPMR, especially the ones on genomics. He noted that IRRI should focus less on upland rice and instead spend added effort on lowland rainfed rice systems, where IRRI has a lot to contribute. Other institutions would be better suited to research on upland rice. The joint commentary from SC and the CGIAR Secretariat recommends that IRRI and WARDA meet and decide on how to move forward on activities in SSA.

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

- Some members were pleased with the possible expansion of IRRI activities in Africa. It is hoped that IRRI will contribute to an increase in productivity in Africa with partner institutions such as WARDA. The relationship with WARDA specifically should be enhanced, and the decision should be linked with the outcome of the work of the CGIAR task forces on SSA.
- Some members expressed concern about SC's comments that IRRI should not focus on upland rice because they are high poverty areas where the poorest of the poor live and support should be given to these areas. WARDA has experience in upland rainfed rice systems and it believes IRRI has something to offer. The two Centers have had discussions on cooperation and discussions are moving forward for the Centers' activities to be linked. This is a classic case where collaboration will pay off in poverty reduction.
- Upland rice systems are important and shouldn't be neglected, but funds need to be spent where the most benefit can be realized. The funds spent by IRRI on upland rice could better be used in lowland areas to help the most people. Having the most impact on the ground should be the main driver of decision making.
- Significant concern was expressed about some comments in the Executive Summary of the EPMR about the CGIAR and on funding for CPs, i.e., that a significant portion of funds for CPs come from previously expected Center budgets and Center Boards were not consulted about such changes. The comments suggest a sense of entitlement, which is entirely contrary to reality. This is a statement of judgment and not an evaluation and appears to be made not on the basis of evidence, but rather offered as commentary. Such comments do not have an evaluative value and should not be included in an EPMR.

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

- *ExCo expressed general agreement with the EPMR and recommends approval of the EPMR recommendations by the CGIAR.*

- *Two additional ExCo recommendations for consideration and approval by the CGIAR are:*
  - *IRRI should expand its activities in SSA with the proviso that it work closely with WARDA, the leading rice research institution in SSA.*
  - *IRRI should not abandon research on upland rice, instead it should work with WARDA on a joint activity on this subject.*
- *Panels conducting external reviews should refrain from making judgmental comments that are not evidence-based.*

## **5. Governance Matters**

### **5.a. Task Forces on Programmatic and Structural/Organizational Alignment—Progress Report**

Moise Mensah, Co-chair of the Task Force on Structural/Organizational Alignment, presented a progress report on behalf of both task forces. He noted that the main challenge of the task forces is to rally the support of key actors around a positive and meaningful outcome. The objective is rationalization of CGIAR operations across the System, starting with SSA. This will be done by reviewing the programmatic directions of CGIAR work in the context of the changes in the external environment, exploring avenues for meaningful realignment, and proposing structural adjustments to realize the identified alignments. The two Task Forces plan to issue a single report.

The main activities to date include formation of a consultant team to assist the task forces, conduct a major background study reviewing past attempts at examining realignment options in SSA, and conduct two questionnaire surveys—one of CGIAR Centers and the other of perceptions of various stakeholders. The consultants are currently in the field collecting data in face-to-face meetings. The task forces will provide a more advanced progress report to the CGIAR at AGM04

P. Pinstруп-Anderson, Co-chair of the Task Force on Programmatic Alignment, noted that the task forces look forward to feedback from ExCo.

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

- Members expressed general support on the progress of the task forces.
- It is important to thoroughly analyze the bottlenecks and weaknesses of the System and determine what is needed (e.g., human or institutional resources) in order to convert them into strengths. To that end, there is a concern that the quantity and quality of information collected to date may be insufficient for the task at hand, particularly input from civil society, which must be included in the dialogue. The dialogue should also go beyond anglo- and francophone countries.
- A single prescription will not solve the problems of SSA. Therefore, it is important that this task be linked with the SSA CP and the collective action of the Centers. It is not currently clear how this will be incorporated in the exercise.
- The exercise in SSA is a test case and a future analysis should also be undertaken in Asia and LAC. The focus on priorities on programmatic matters is welcome,

- but it should also include an analysis of what the structure of the CGIAR might look like if it could be re-created today.
- This effort is really a question of survival for the CGIAR. It must look at how the CGIAR can contribute best to SSA priorities and therefore those priorities must be clearly discerned. This is essential for donors to have a clear global picture to understand why resources should continue to be invested in CGIAR activities.

P. Pinstруп-Andersen thanked ExCo for its comments and noted that a large number of decisions have been made by the CGIAR during past exercises, but no action was taken on any of the major decisions and recommendations. The System should keep in mind that if no action is taken this time, it would lose credibility.

I. Johnson commented on non-implementation of prior recommendations by noting that ExCo can help in this area as there may be many smaller sensible things that can be done sequentially that are not big picture in nature, but will have an overall impact. Easier and more doable recommendations would be implemented first, followed by more complex and difficult recommendations.

M. Mensah noted that the consultant team will be visiting 11 countries and should have ample opportunity to meet with representatives from many other countries as well, including small NARS. The responses from the questionnaires so far are not yet adequate, but there is still time for further responses, and they will be complemented by consultations by the consultant team.

### **5.b. CGIAR-nominee Process and Schedule**

Selcuk Ozgediz noted that ExCo concluded at ExCo 6 the timing of the new CGIAR-nominee process did not meet Center Board requirements. The CGIAR Secretariat, in cooperation with CBC, revised the schedule to include two 6-month timetables each year. The steps in the process are as agreed by ExCo in previous meetings. A database for submitting nominees has also been established and will be accessible by Centers. The process will be implemented starting with the March to September cycle. A brief demonstration of the database was provided to ExCo.

Uzo Mokwunye noted that CBC believes the success of the process depends on members' engagement and use of the database. The ICRISAT Board has tested it and believes it is very helpful. CBC asks members to please nominate individuals and to also submit names of referees to facilitate the vetting of candidates.

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

- A strong concern was expressed that (in step 2.b.) each Center's existing Board, and not the CGIAR, is to submit the set of names of possible CGIAR nominees on Boards for consideration by the Boards. This does not respond to CGIAR's need to have board members who are truly nominated by the CGIAR. It continues the old process where Centers both put forth the nominations and select the nominees to serve on the Board. In effect, CGIAR members (the shareholders) are not and will not be represented on any Board in the proposed process. Board governance

structures for private enterprises in virtually all countries of the world now provide the shareholders representation on boards. In many cases shareholders control boards, and there is an increasing tendency to protect shareholders rights through board membership. The proposal now on the table continues the de facto existing situation of no shareholder representation on any Board. To resolve this, CGIAR nominees on Center Boards should be nominated and chosen by the CGIAR membership, though in consultation with existing Boards.

- A member also pointed out that in the proposal on the table, Boards would identify their recommended nominees on the basis of CBC-identified criteria. Have these criteria been determined? Do they differ from the criteria identified in the first page of the document for CGIAR nominees to meet? How does this ensure CGIAR representation on Boards? Having a clear code of conduct for CGIAR nominees is also necessary.
- It was pointed out that the agreed process was the result of previous ExCo decisions, and a similar option to that proposed by the member (above) was discussed previously and was rejected.
- There should not be two classes of board members. This would be divisive. The Boards have a due diligence responsibility which would be difficult to carry out if there is no unity. In addition, board members come to Boards with different skill sets and they are selected based on that skill set, e.g., financial management skills. This process should exist to select members based on a set of skills that the existing Boards have deemed of importance. Also, if nominees are selected from the database, and if that pool meets a certain set of criteria, then there shouldn't be a problem.
- Access to the database should be clarified.

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

- *Appointment of CGIAR nominees to Center Boards should be included as a discussion item in the Business Meeting of the CGIAR at AGM04.*
- *Three sets of issues need to be resolved through documentation and/or discussion:*
  1. *What should be the selection criteria for CGIAR nominees? What set of skills and perspectives should CGIAR nominees bring to a Board?*
  2. *How should the CGIAR nominees be identified? In particular what role, if any, should the Boards play in identification of CGIAR nominees? Should the nominees have a representational role on the Board (representing the CGIAR)? How would this affect the liabilities/responsibility of Boards?*
  3. *What protocols would guide the inputting and access to the database so as to protect the privacy of nominees?*

#### **5.c. CGIAR Charter**

Franklin Moore, chair of the Charter fine-tuning group (FTG), briefed ExCo on the FTG meeting held in August 2004. Several issues were discussed and resolved. The CGIAR Secretariat has revised the document and captured the essence of the discussions. He noted that part of the discussion was on description of the Centers as “independent” versus “autonomous” institutions.

F. Reifschneider clarified that legal advice received suggested use of the term “autonomous,” but the group chose to use “independent.” The document has been modified to reflect the change agreed by the FTG. He showed a history of the process during development of the CGIAR Charter to date.

The FTG would like to move forward by submitting the Charter to the CGIAR for approval on a no-objection basis prior to the AGM. This would enable the CGIAR to celebrate its first ever Charter at AGM04.

***Discussion:***

- The CGIAR Secretariat should make sure the word autonomy on page 14, para 3 is changed.
- CBC still needs to approve the description of its rules of procedure in volume 2.
- It was pointed out that volume 2 consists of rules of procedures of the various units, and therefore will automatically change if any unit changes its own rules.
- It was suggested that there should be a Charter with an annex. The current volume 2 should become the annex to the Charter.

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

- *The document should be checked for consistency on the word “autonomous” which would be replaced by the word “independent” when referring to Centers.*
- *Volume 1 will become the CGIAR Charter, and volume 2 will become an annex to the Charter.*
- *After these changes have been made, the Charter should be submitted to the CGIAR for approval virtually, before AGM, on a no-objection basis.*

**5.d. Proposal on Role of ExCo Committees**

I. Johnson introduced the proposal which was developed by the CGIAR Secretariat following ExCo’s decision at ExCo 6. Three options were included as possible organizational modalities:

1. Maintain both the ExCo Program Committee (PC) and ExCo Finance Committee (FC), however, modify the TOR of ExCo/PC to reduce overlap of responsibilities with those of the SC.
2. Dissolve ExCo/PC and retain ExCo/FC as an “Accountability Committee,” with expanded mandate to include both governance and finance issues. Establish ad hoc groups as necessary to handle other issues, including programmatic.
3. Dissolve both the ExCo/FC and ExCo/PC. The CGIAR Secretariat would continue to analyze ExCo decision items and present to ExCo fuller background analysis and draft recommendation(s) for its consideration. Ad hoc groups would be established to handle finance, programmatic and other issues as needed; with the CGIAR Secretariat providing the necessary support to ad hoc groups.

***Discussion:***

- A few members were in favor of option 2, but stated that ad hoc groups should be composed of ExCo members with no additional cost to the System. One member expressed preference for two committees: one on finance and one on governance
- A substantial number of members favored option 3. It was noted that in some cases, both the finance and program committees have had good deliberations but issues are usually discussed again by ExCo in detail; therefore, the committees haven't added value and led to duplication of discussion and effort.
- If option 3 is implemented, when ad hoc groups are established, concern was expressed about additional costs, especially when tapping external expertise. Ad hoc groups should be supported by the CGIAR Secretariat or other components of the System Office.
- Committees should only be used when complex issues come before ExCo and require more in-depth analysis. In such cases a small subgroup of ExCo members with appropriate expertise could be asked to handle the item and present findings to ExCo.
- On programmatic issues, ExCo should first check with SC to see if it can help do the work so as to avoid isolating SC from ExCo by creating a parallel mechanism.

***ExCo Recommendations to the CGIAR:***

- *ExCo should abolish its two standing committees and operate in the way described in option 3 of the background paper. On programmatic issues, SC would be asked to comment before an ad hoc group is established. On finance and governance issues, ExCo would establish ad hoc groups of ExCo members, when necessary, to study issue(s) that require more in-depth analysis and then present its views at the beginning of the discussion of the item by ExCo. If ExCo members feel an issue warrants more in-depth scrutiny, they should notify the ExCo Executive Secretary so that an appropriate ad hoc mechanism can be established.*
- *A note will be prepared by the CGIAR Secretariat for discussion of this proposal by the CGIAR at AGM04.*

## **6. CDC Collective Action Retreat**

Kanayo Nwanze updated ExCo on recent actions taken by Centers in the context of the CGIAR reform process. CDC is willing to take a more proactive stance. To that end, it held a retreat in Addis Ababa in July 2004, the outcome of which is reflected in the document "Towards a Framework for Collective Action." He discussed the main motivations for greater collective action, why it matters to the CGIAR and Centers, and the approach of the retreat.

The key recommendations from the retreat include:

1. Create the Future Harvest Alliance;
2. Transform CDC into the Alliance Executive;
3. Constitute CBC into an Alliance Board to oversee Centers;
4. Adopt a set of guiding principles;

5. Create a mechanism for mediation and arbitration to resolve conflicts;
6. Employ a contract mechanism for collaboration;
7. Institute an Alliance Secretariat office; and
8. Develop common standards to streamline policies and practice of the Centers.

He highlighted some quick wins the Centers have identified:

- SSA programmatic alignment pilot;
- Country level pilot project for coordination; and
- Capacity building strategy.

CDC asks ExCo to:

- Note the framework for collective action and provide CDC with suggestions for improvement; and
- Help Centers expedite a convergence between the work of the CGIAR task forces on SSA and the SSA CP.

***Discussion:***

- ExCo welcomes CDC's foresight in organizing the retreat and sharing the outcome. If implemented, the recommendations represent an important step forward. CBC and CDC are encouraged to move forward and, in the case of work relevant to SSA, contribute their thinking to the two task forces.
- ExCo noted that three Center DGs could not attend the retreat due to the short notice, but they were given an opportunity to be represented by senior staff, resulting in Centers being represented at varying levels of seniority. CDC determined, however, that this arrangement was preferable to delaying the retreat for many months in order to obtain full attendance. Three Board Chairs were also invited. All Boards are now being encouraged to empower their Chairs and DGs to endorse the next steps in developing the Centers' collective action when CBC and CDC meet in October 2004 in Mexico.
- Collective action is a good idea, but what is going to be the real action on the ground?
- Concern was expressed about the establishment of a Center or Alliance Secretariat as some felt this may create tension with other SO units, particularly the CGIAR Secretariat. It was explained that the Alliance Office was already part of the SO and its efforts to help the Centers was being coordinated with those of the other SO units. The rationale behind the creation of this office was to provide additional support to CDC and CBC and the Centers' collective actions.
- Would creation of a formal alliance mean that decisions of the alliance would be binding on all Centers? In order for this to happen, Center Boards will have to cede some authority to the Alliance Board. They must be clear what they are delegating, i.e., authority over small administrative matters or major strategic decisions.
- It is hoped that as the Centers move forward, all Centers will be involved and they move forward based on consensus.
- It is encouraging that both programmatic and administrative matters are being looked at as falling under the alliance.

- Some quick wins should be identified. Country level coordination seems to be one such action. Such an arrangement could feed into the work of the task forces.

K. Nwanze addressed some questions and concerns raised during the discussion. Significant interaction has taken place and is ongoing and support has been received from all 15 Centers. Past efforts at a federation system did not work because the idea was not “marketed” appropriately and did not get traction. The Centers seek to demonstrate actions with small quick wins in priority areas in SSA, as well as to keep building on collective efforts in other regions such as Central Asia and the Caucasus (CAC). The intention is for decisions of the alliance to be binding on Centers and effort is currently underway to get approval from Board Chairs.

**Conclusions:**

- *The effort is off to a promising and positive start.*
- *There are still questions that need to be answered, particularly on how binding versus voluntary the exercise will be (e.g., what happens when one or more Centers decide not to be bound by the decisions of the alliance?).*
- *There is a need to demonstrate to ExCo and the CGIAR that there are efficiencies to be gained and not just another layer of bureaucracy. For example, binding decisions may help decision making and be the basis for reducing the number and/or size of Boards.*
- *On administrative and programmatic issues, there may be some immediate gains, e.g., on rationalizing activities of multiple Centers in single countries. Early wins should be identified and shown to the task forces on SSA in order to become embedded in their work and demonstrate the gains to the CGIAR. This is especially important in administrative matters in smaller countries in Africa.*
- *ExCo senses a spirit and desire to positively work out the issues and urges Centers to find early benefits to counter suspicions that this will just add another layer of bureaucracy. ExCo encourages all Centers to participate at a senior level to be able to represent the Center in decision making processes.*

**7. Other Business**

The following items were added to the agenda during the course of the meeting:

*CGIAR Interaction with NARS*

L. Arango raised the issue that the CGIAR often talks about NARS, but it is not clear if Centers are aware of what strengths and weaknesses NARS have. The CGIAR could benefit from a new discussion of interaction between Centers and the various NARS, in light of the recent advances made by NARS. The continuing challenges faced by small NARS is also an issue that should be taken up in the future. He suggested CDC to prepare a document on the topic for discussion at a future ExCo meeting.

***Discussion:***

- The situation may be unique to LAC, because it is much different in SSA, where there is significant interaction. This should be added as topic of discussion to the CDC agenda during its meeting prior to AGM04.
- ExCo should tag it as an issue deserving review. CDC could submit a background document on the item for inclusion in a future ExCo agenda.

***Information Items on ExCo Meeting Agenda***

I. Johnson noted that at ExCo 7 there were several information items on the agenda. He suggested that the cover sheets should be adjusted to reflect what specifically is requested from ExCo for these items. This would impose greater discipline to the discussion of these items. If the item is purely for information, it could be handled virtually.

***Discussion:***

- The approach recommended by Ian Johnson was broadly supported. For example, on the item on WGPM, it would have been useful to include succinct questions in the presentation that could guide the discussion and act as a mechanism to provide feedback. In the future, if such items are brought to ExCo, presenters would be requested to pose questions for discussion.
- ExCo should also consider what issues should be posed to the plenary session at AGM and help shape that agenda as well.
- On cover sheets for information items, information on who wants advice, for what purpose, and the areas that would be worthy of treatment should be included.
- The PDK questions should also be adjusted to provide more useful feedback after each agenda item being considered by ExCo for information only.

***ExCo Rotation***

S. Ozgediz reminded ExCo that, of the 21 ExCo members, 12 are rotating members, which rotate every two years. After AGM03, a balanced rotation was achieved, and six members are scheduled for rotation following AGM04. Rotating members would decide among the constituency the member to represent them (and its alternate) and notify the CGIAR Secretariat of any changes. Members should consider their ability to attend meetings, and if they are not able to attend to please inform the alternate member to attend and represent the constituency. Rotation will take place following AGM04 and become effective January 1, 2005.

## **8. Closing Session**

I. Johnson closed the meeting by thanking IFAD and the tremendous support received from Lennart Bage, Rod Cooke, Shantanu Mathur and a large number of other staff. He also commended ExCo for the amount of business that was done in a short amount of time and noted that it will contribute to an exciting AGM in October, as well as to the work of the Centers and in agricultural research and its role in development around the world. Finally, he thanked A. Aklilu for his role as Co-chair of the meeting.

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

|                                     |                         |                          |
|-------------------------------------|-------------------------|--------------------------|
| <i>Chairman:</i>                    | Ian Johnson             |                          |
| <i>Cosponsors:</i>                  | John Monyo              | FAO                      |
|                                     | Kevin Cleaver           | World Bank               |
|                                     | Rodney Cooke            | IFAD                     |
| <i>CDC:</i>                         | Kanayo Nwanze           | CDC Chair                |
| <i>CBC:</i>                         | A. Uzo Mokwunye         | CBC Chair                |
| <i>SC:</i>                          | Per Pinstrup-Andersen   | SC Chair                 |
| <i>GFAR:</i>                        | Mohamad Roozitalab      | GFAR Chair               |
| <br>                                |                         |                          |
| <u><i>OECD/DAC:</i></u>             |                         |                          |
| <i>Americas</i>                     | Franklin Moore          | U.S.A.                   |
| <i>Asia-Pacific</i>                 | Hayato Nakajima         | Japan                    |
| <i>Europe</i>                       | Luc Sas                 | Belgium                  |
|                                     | Marina Puccioni         | Italy                    |
|                                     | Philippe Vialatte       | EC                       |
| <br>                                |                         |                          |
| <u><i>Developing Countries:</i></u> |                         |                          |
| <i>Americas</i>                     | Luis Arango Nieto       | Colombia                 |
| <i>SSA</i>                          | Afework Aklilu          | African Dev't. Bank      |
| <i>Asia-Pacific</i>                 | Mangala Rai             | India                    |
| <i>CWANA</i>                        | Magdy Madkour           | Egypt (could not attend) |
| <i>Regional Fora</i>                | Pape Abdoulaye Seck     | FARA                     |
| <br>                                |                         |                          |
| <u><i>Foundations:</i></u>          | Andrew Bennett          | Syngenta F.              |
| <br>                                |                         |                          |
| <u><i>Partners:</i></u>             |                         |                          |
| <i>Civil Society</i>                | Temporarily Vacant      |                          |
| <i>Private Sector</i>               | Usha Barwale Zehr       | PSC Chair                |
| <br>                                |                         |                          |
| <i>Executive Secretary, ExCo:</i>   | Francisco Reifschneider |                          |
| <i>Secretariat Support:</i>         | Maria Iskandarani       |                          |
|                                     | Selçuk Özgediz          |                          |
|                                     | Ravi Tadvalkar          |                          |
|                                     | Jason Yauney            |                          |

Speakers:

Moise Mensah  
Stafano Pontecorvo

Observers:

|                    |                                |
|--------------------|--------------------------------|
| Robert Bordonaro   | FAO                            |
| Gioacchino Carabba | Italy                          |
| William Dar        | ICRISAT                        |
| Adel El-Beltagy    | ICARDA                         |
| Ruben Echeverria   | Science Council Secretariat    |
| Emile Frison       | IPGRI                          |
| Anne Germain       | Canada                         |
| Kenneth Hinga      | U.S.A.                         |
| Masa Iwanaga       | CIMMYT                         |
| Dietrich Leihner   | FAO                            |
| Shantanu Mathur    | IFAD                           |
| Jimmy Smith        | Canada                         |
| Meryl Williams     | Future Harvest Alliance Office |
| Robert Zeigler     | Generation Challenge Program   |

## **Revised Agenda**

### **1. Opening Session**

- Comments by Host country (Italy)
- I. Johnson's Introduction
- Election of Meeting Co-Chair
- Adoption of the Agenda

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

- Report from Director
- Discussion

### **3. Program Matters**

- 3.a. Report from Science Council (P. Pinstруп-Andersen)
  - Development of Strategic Framework for Assessing Priorities in the CGIAR
  - Discussion

- 3.b. MTPs and 2005 Financing Plans (P. Pinstруп-Andersen and R. Tadvalkar)
  - Centers (including Systemwide Programs)
  - Challenge Programs
  - Discussion and ExCo Recommendations to the CGIAR

#### 3.c. Challenge Programs

- 3.c.1 SSA Challenge Program Proposal
  - SC Recommendation to ExCo (P. Pinstруп-Andersen)
  - Discussion and ExCo Recommendations to the CGIAR
- 3.c.2 Lessons Learned on Pilot CPs (P. Pinstруп-Andersen and F. Reifschneider)
  - Progress Report and Discussion
- 3.c.3 Generation Challenge Program
  - Discussion and ExCo Recommendations to the CGIAR

### **4. Evaluation**

- 4.a. Working Group on Performance Measurement—Progress Report (L. Arango and K. Cleaver)
  - Discussion

- 4.b. IRRI EPMR
  - Introduction by ExCo Chair
  - Discussion and ExCo Recommendations to the CGIAR

## **5. Governance Matters**

- 5.a. Task Forces on Programmatic and Structural/Organizational Alignment—Progress Report (M. Mensah and P. Pinstруп-Andersen)
  - Discussion

## **5. Governance Matters (cont'd)**

- 5.b. CGIAR-nominee Process and Schedule
  - Demo on database
  - Discussion

- 5.c. CGIAR Charter
  - Report from the Drafting Committee
  - Discussion

## **6. CDC Collective Action Retreat**

- Update (K. Nwanze)

## **5. Governance Matters (cont'd)**

- 5.d. Proposal on Role of ExCo Committees
  - Discussion and ExCo Recommendations to the CGIAR

## **7. Other Business**

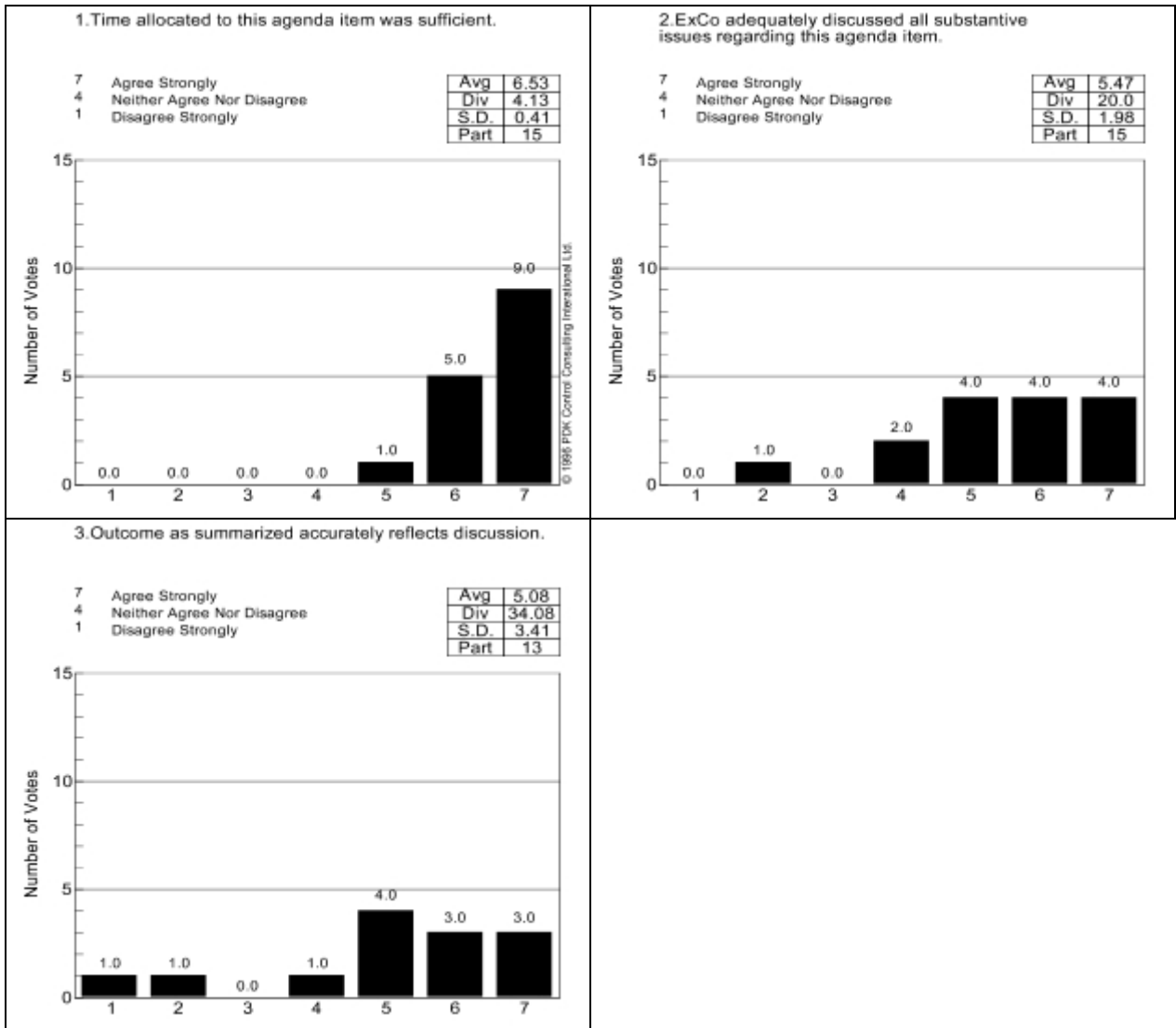
- CGIAR Interaction with NARS
- Information Items on ExCo Meeting Agenda
- ExCo Rotation

## **8. Closing Session**

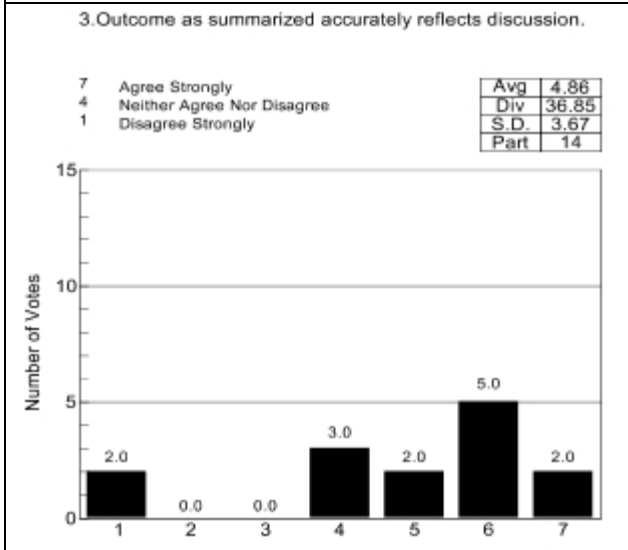
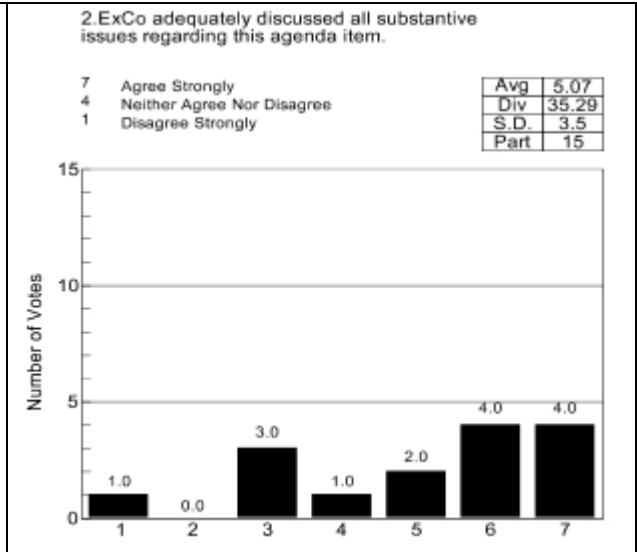
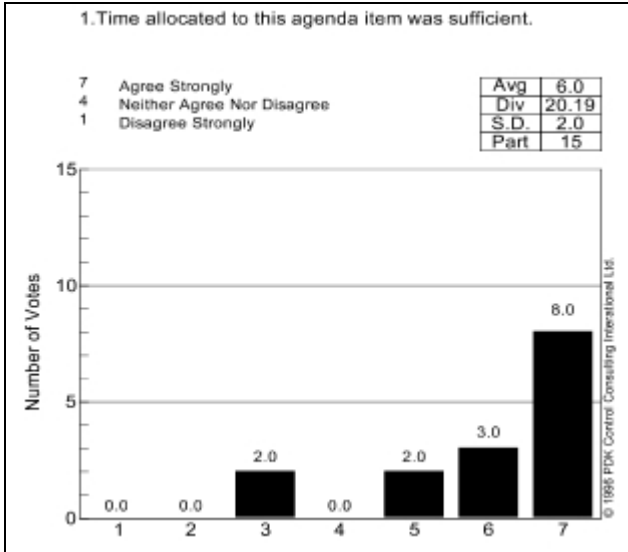
- CGIAR Interaction with NARS
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ExCo Member Feedback on ExCo 7

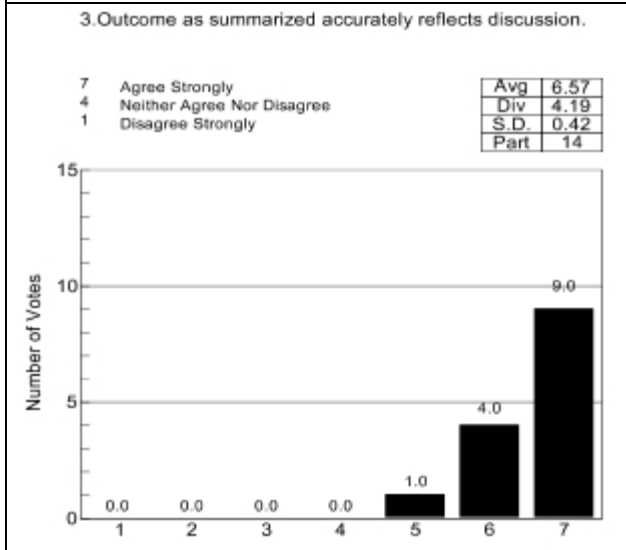
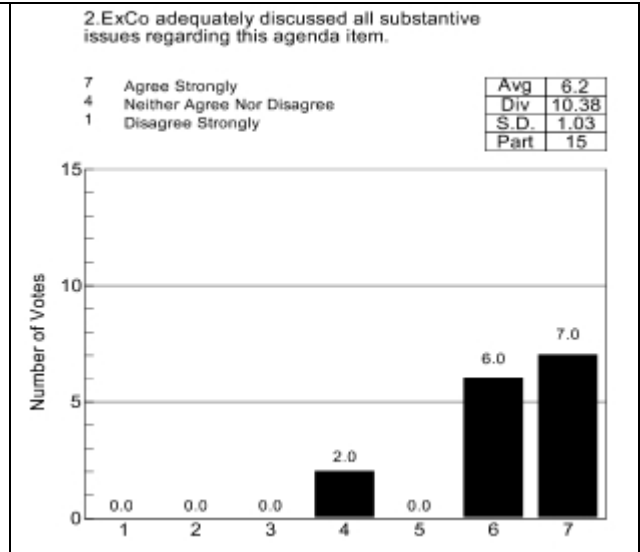
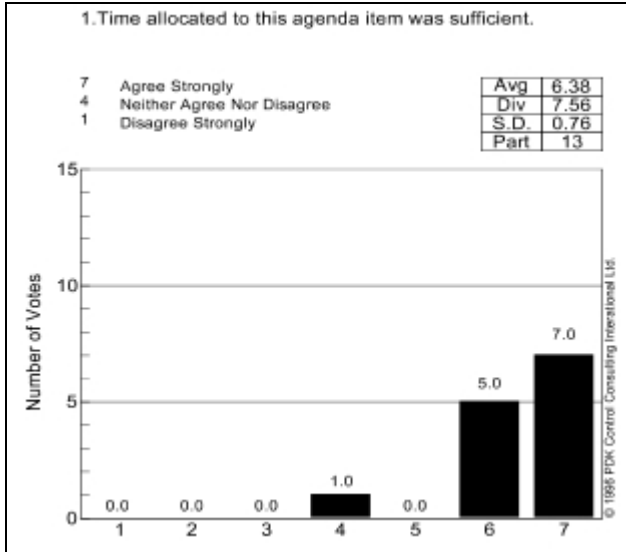
2. CGIAR Status Report



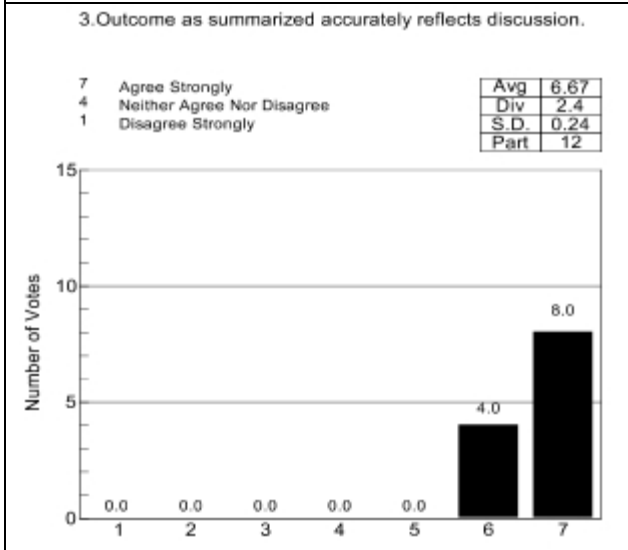
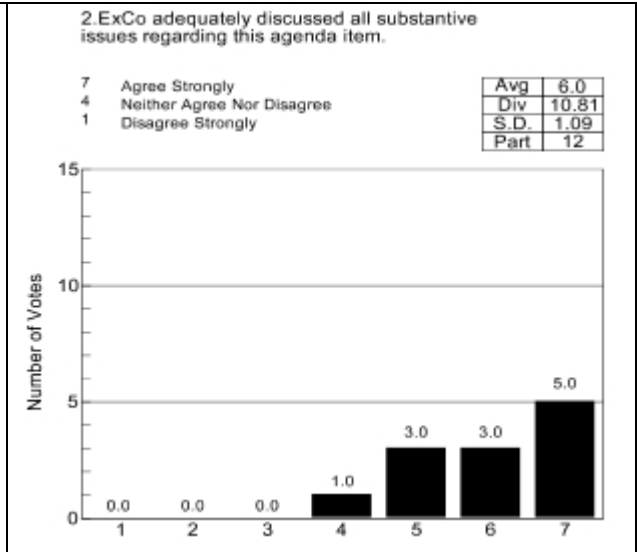
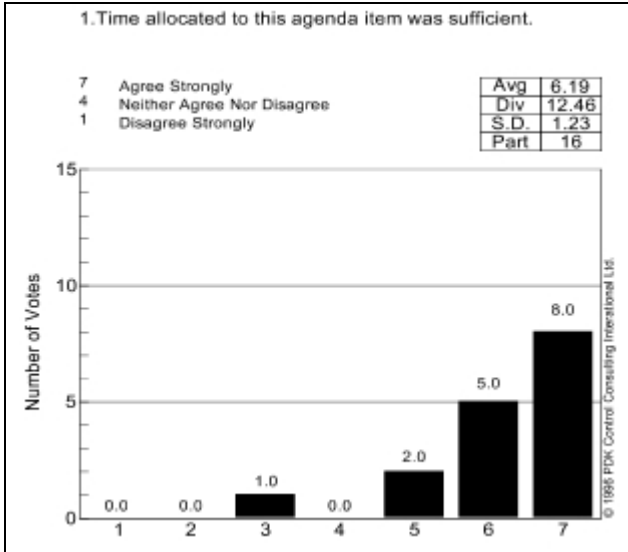
### 3.a. Report from Science Council



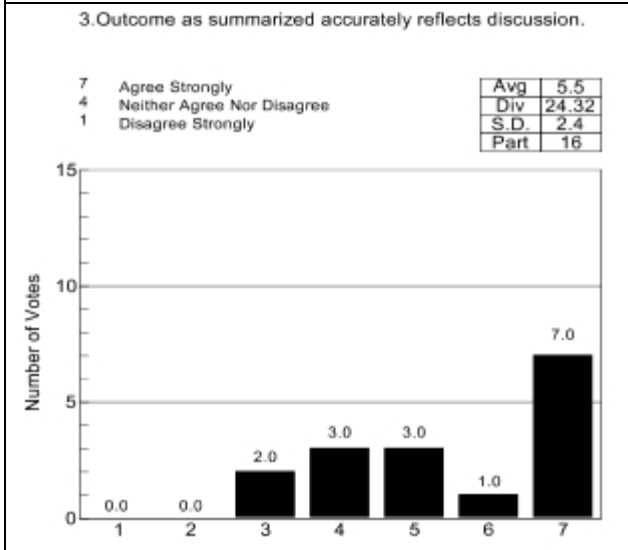
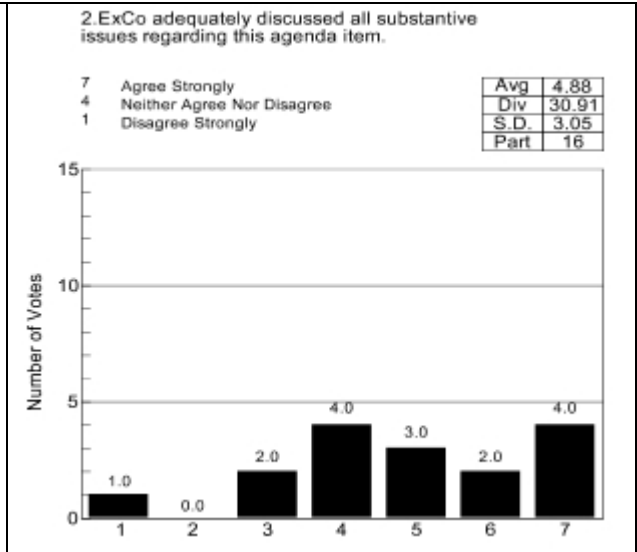
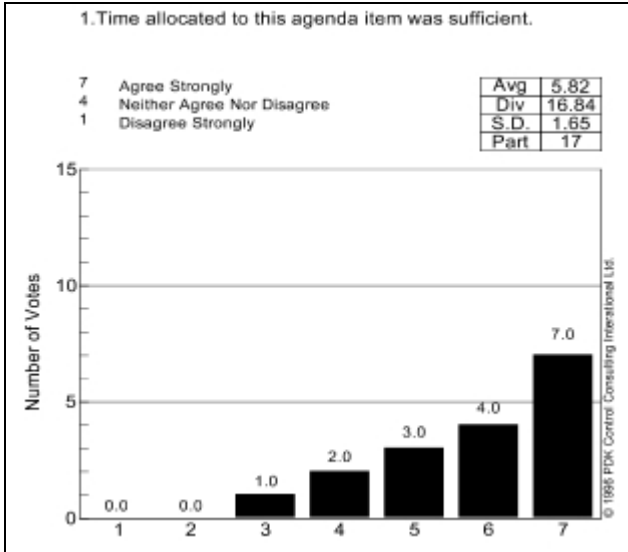
### 3.b. MTPs and 2005 Financing Plans



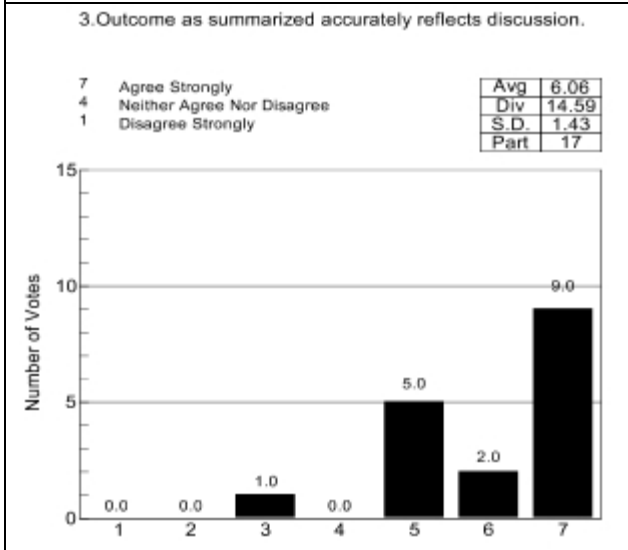
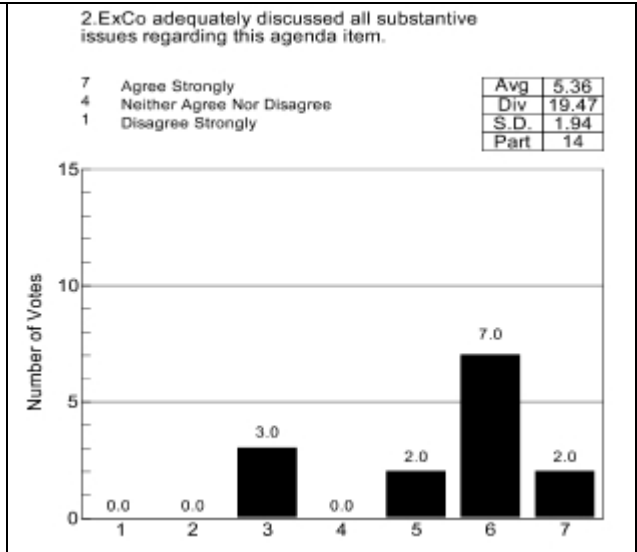
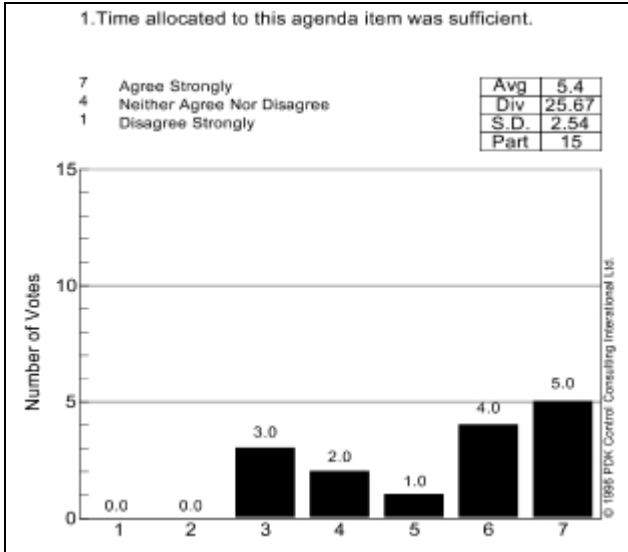
### 3.c.1 SSA Challenge Program Proposal



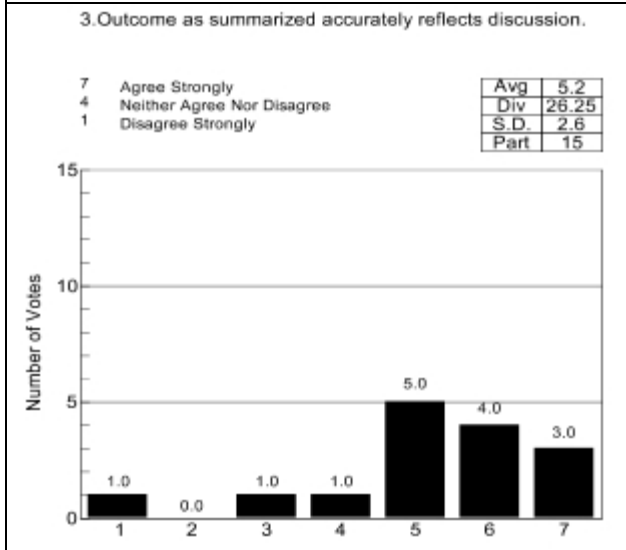
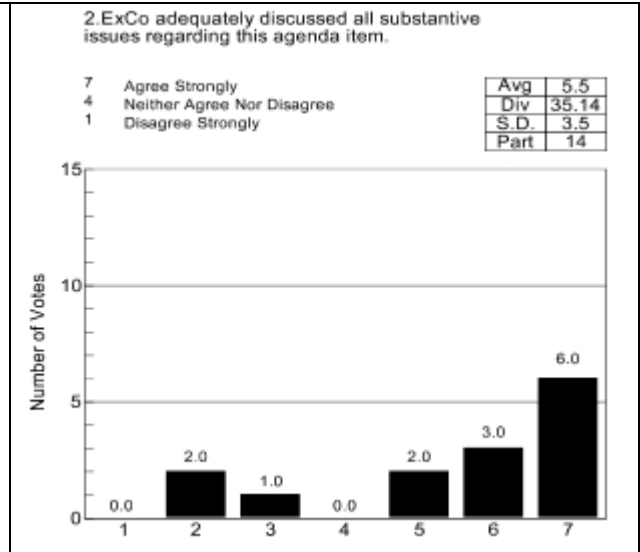
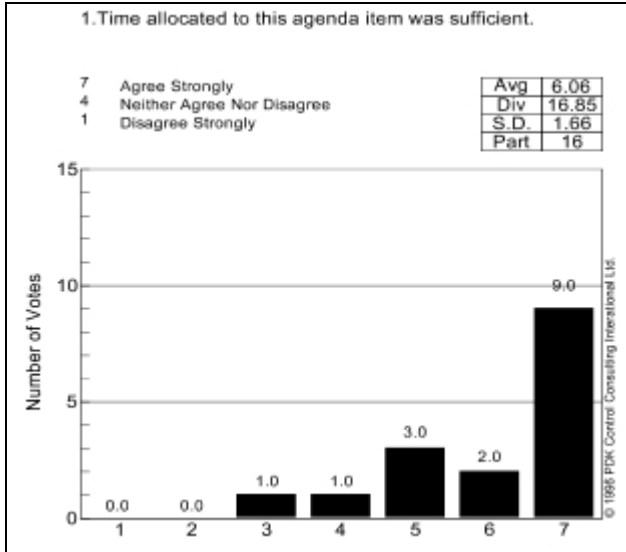
### 3.c.2 Lessons Learned on Pilot CPs



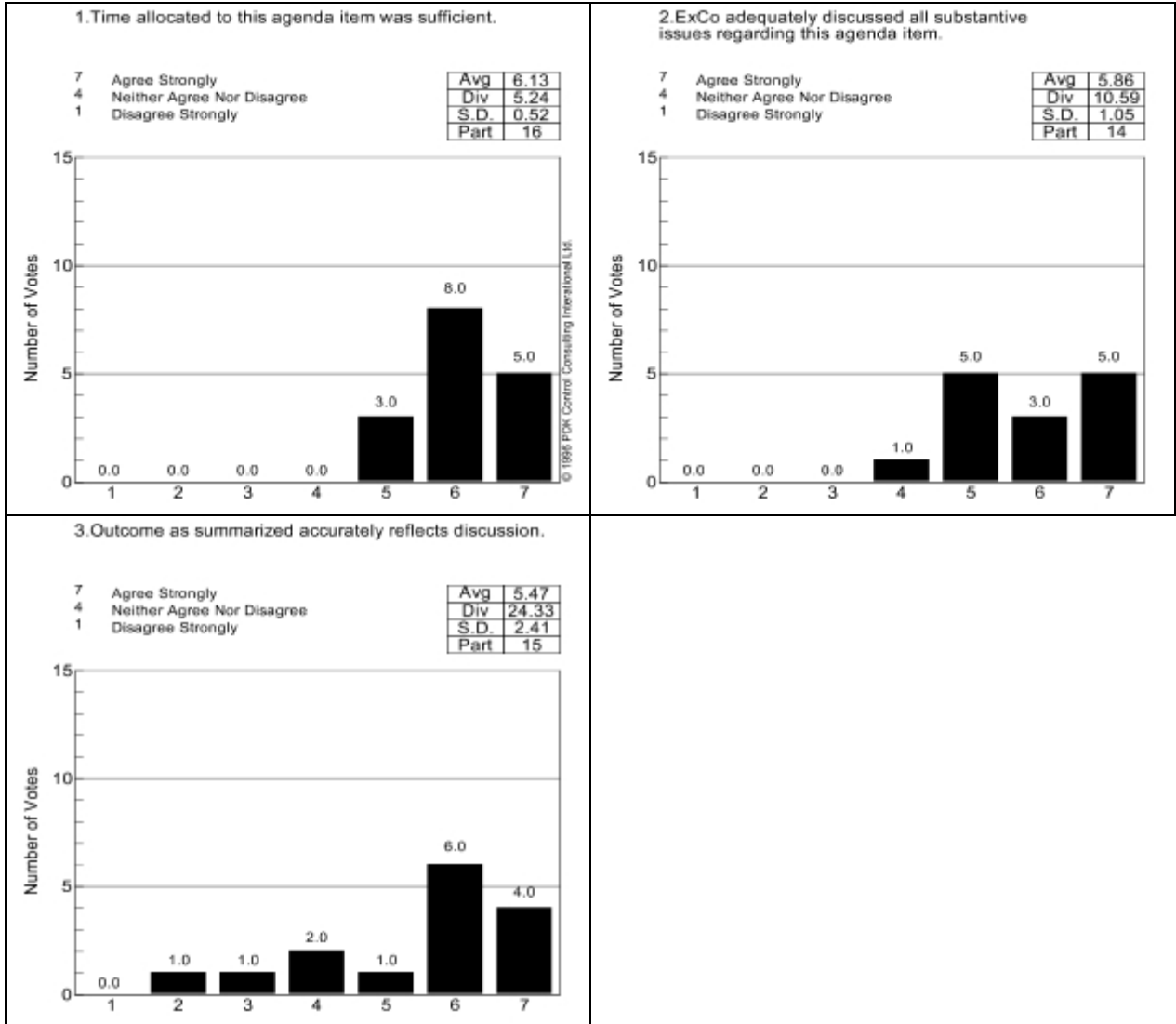
### 3.c.3 Generation Challenge Program



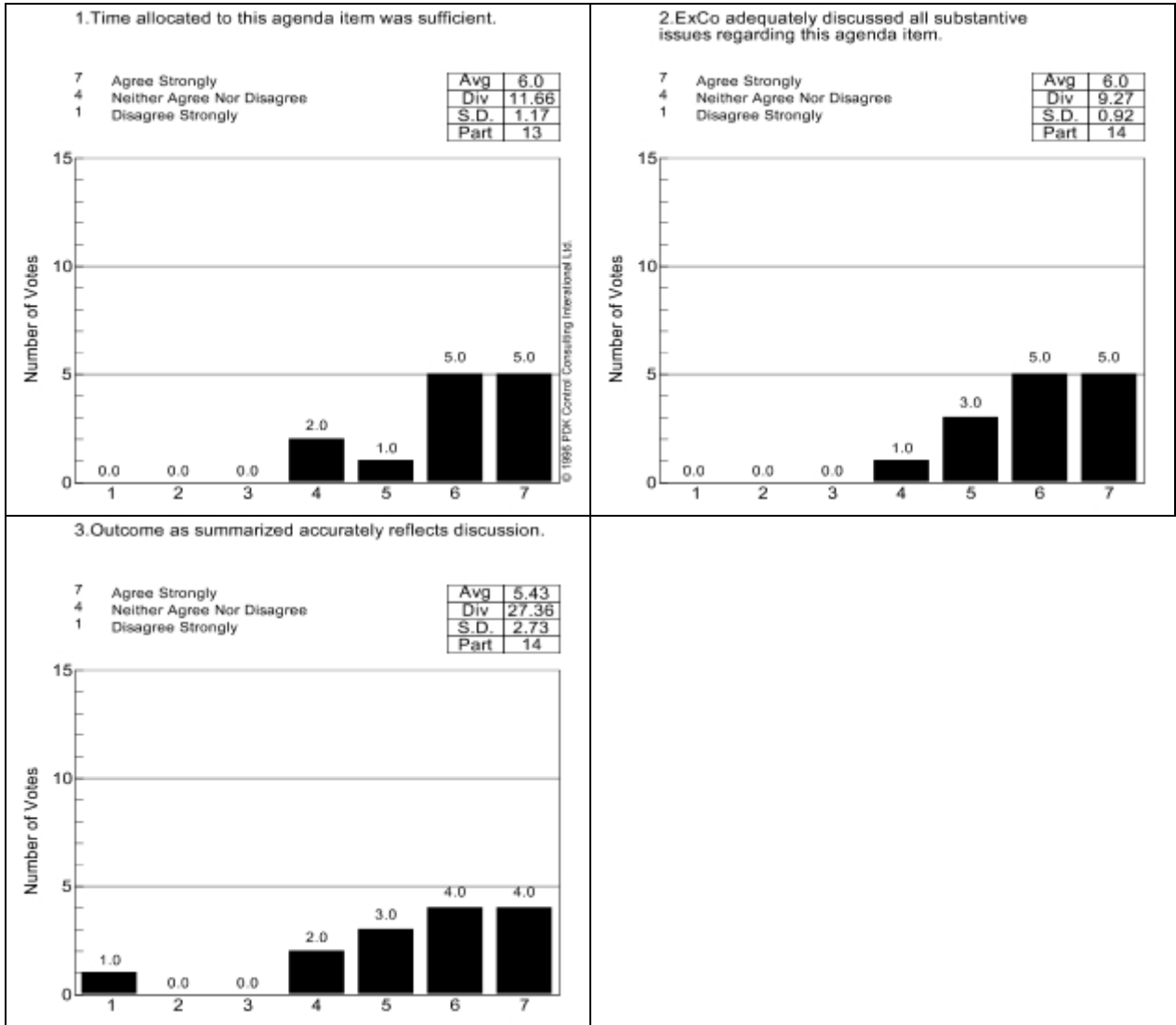
#### 4.a. Working Group on Performance Measurement—Progress Report



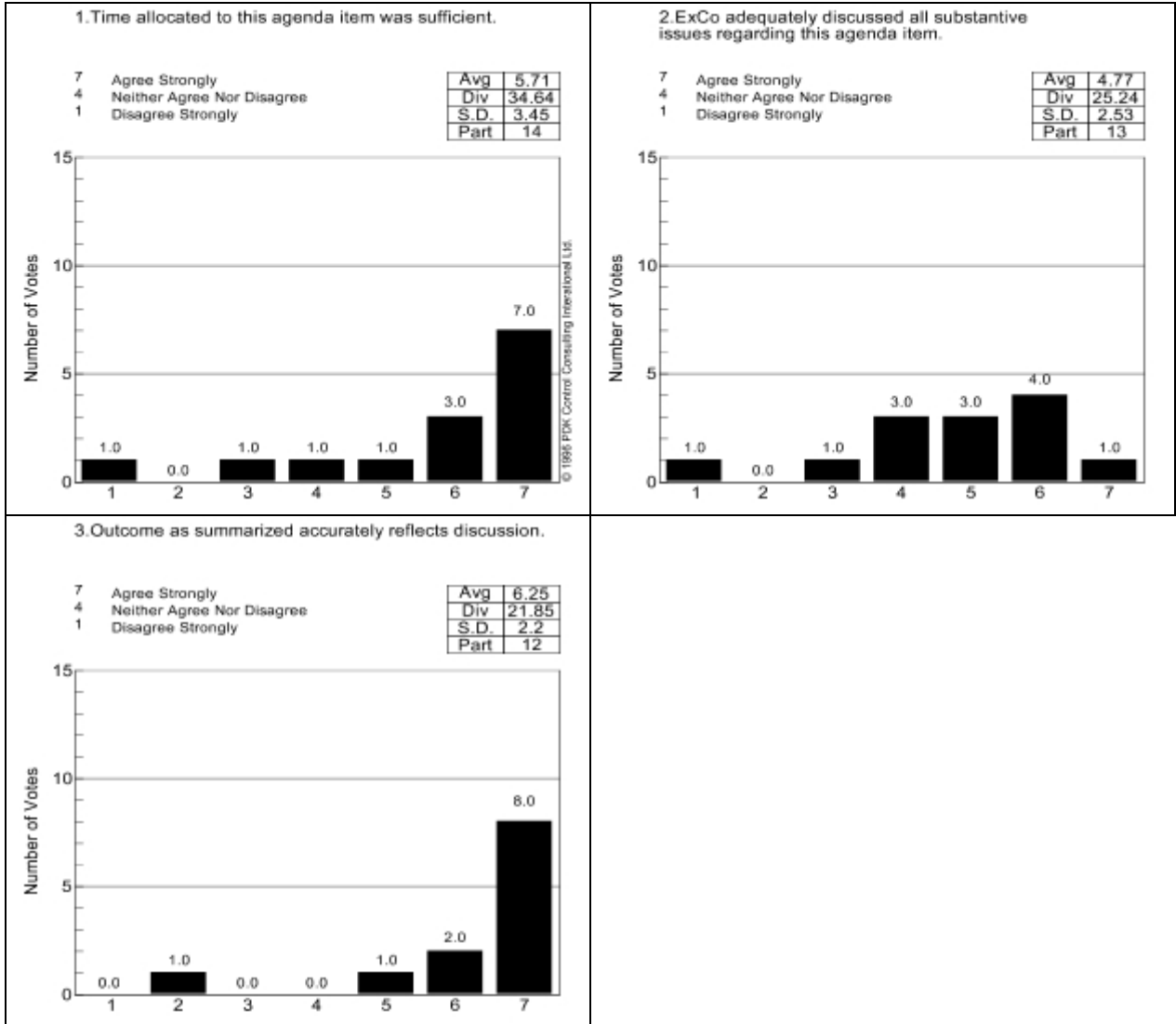
## 4.b. IRRI EPMR



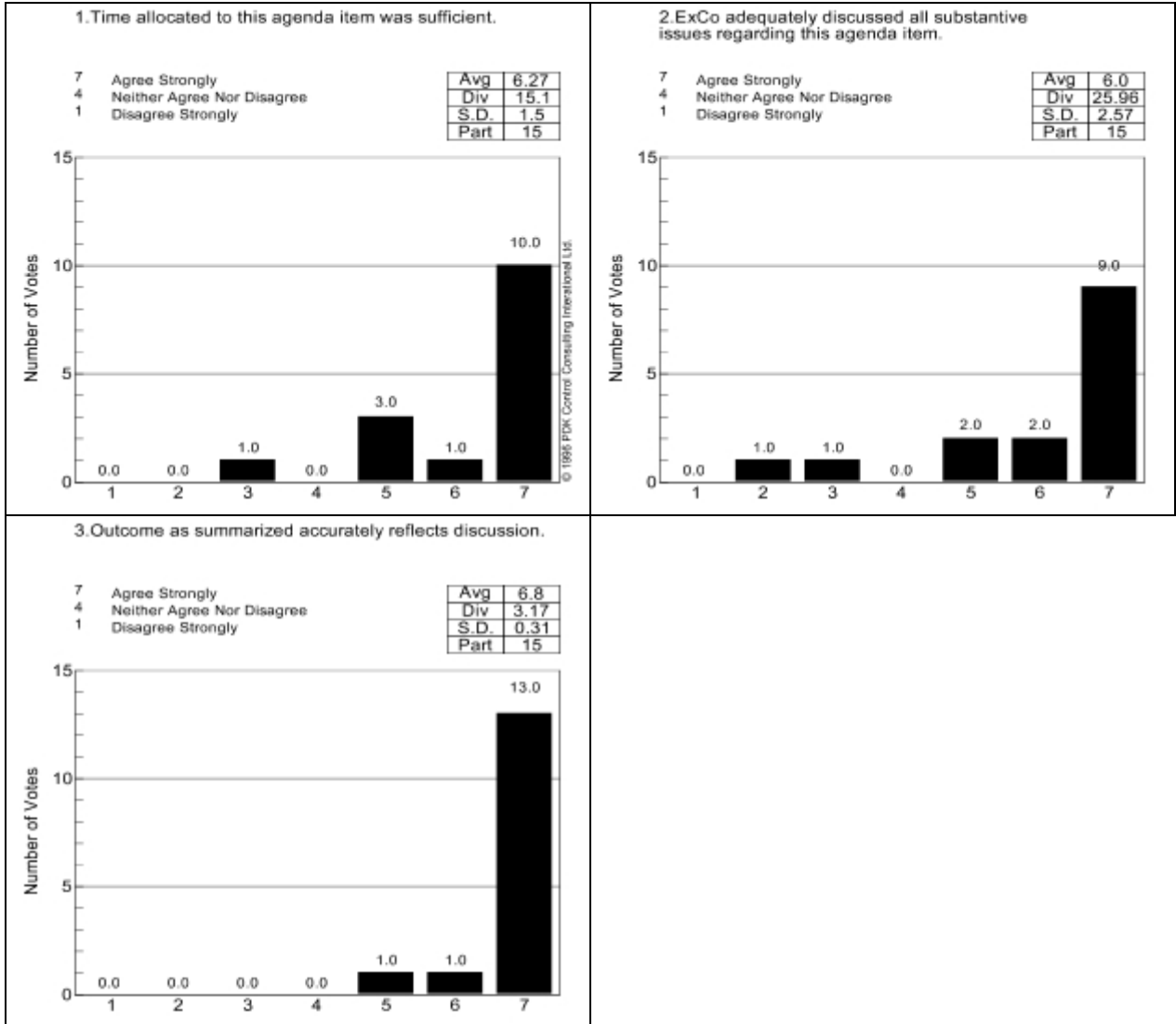
## 5.a. Task Forces on Programmatic and Structural/Organizational Alignment— Progress Report



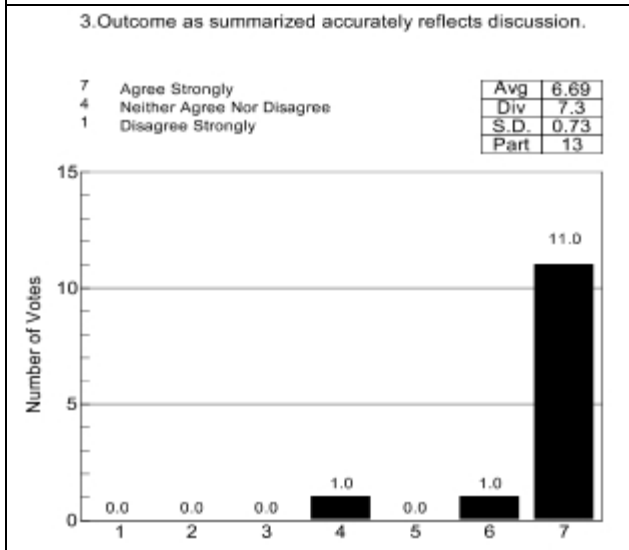
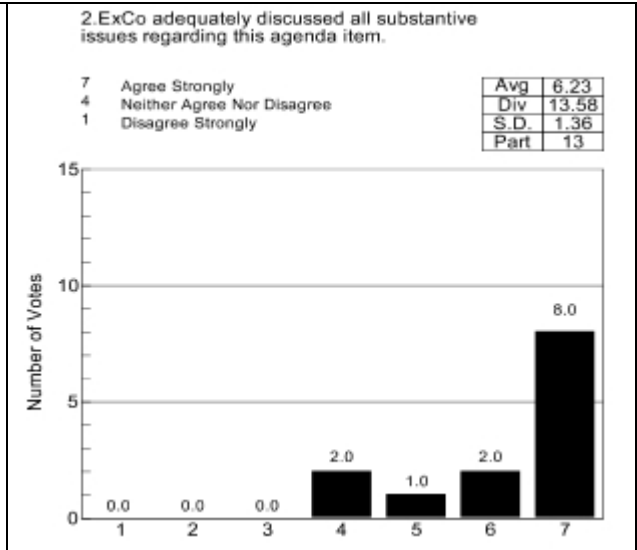
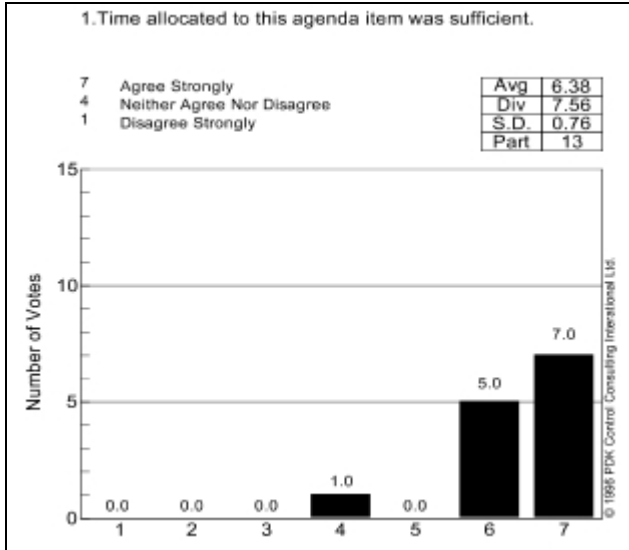
## 5.b. CGIAR-nominee Process and Schedule



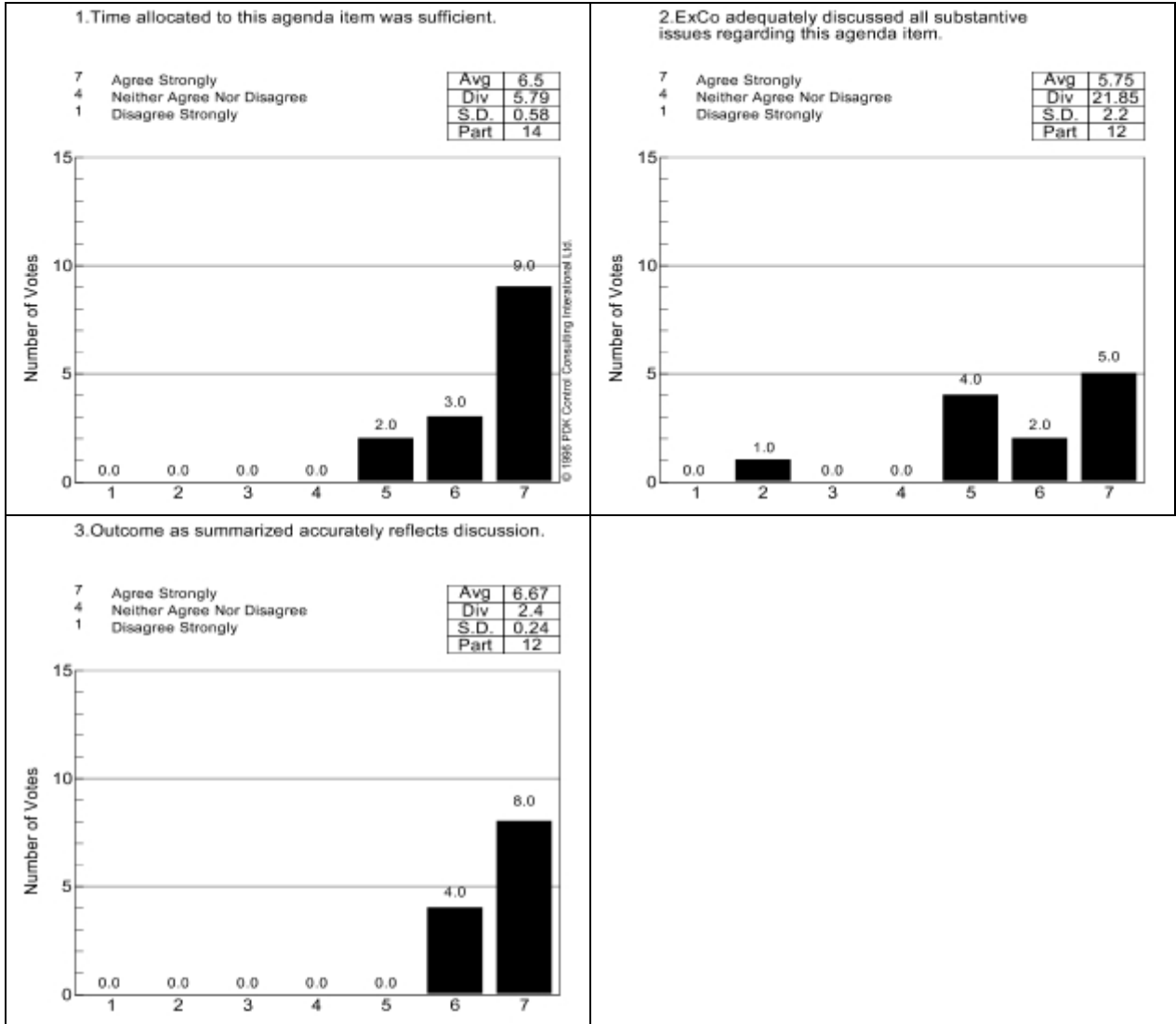
### 5.c. CGIAR Charter



### 5.d. Proposal on Role of ExCo Committees



## 6. CDC Collective Action Retreat



## ExCo 7 Feedback

