

ExCo 8 Conclusions and Recommendations¹

2.a. Report from Director

Conclusions and ExCo Recommendations to the CGIAR:

F. Reifschneider presented the following recommendation to ExCo on behalf of the Steering Group Chair, Philippe Vialatte (who could not attend):

- *The complete Phase 1 and Phase 2 reports on IRS, as well as the powerpoint presentations at ExCo 6 and 8 (Montpellier and Berlin) should be made available to Board Chairs and DGs, and should be placed on the CGIAR Members Only restricted access website.*
- *The Compensation administration practice information such as type of salary structure, frequency of pay adjustments, etc. will be shown by Center name, as this is not confidential information.*
- *Due to confidentiality, no individual staff's salary data will be shown in the report (the DG and DDG data will be shown in bands so as not to be identifiable). The Centers' compensation data will be coded and the code for the Center will be provided only to the Board and DG of that Center.*

ExCo agreed with these recommendations.

2.b. 2004 Financial Report

Conclusions:

- *ExCo agreed to ask the CGIAR Chairman to write to Board Chairs of those Centers with red-flagged financial indicators as well as those with "deep green flags" requesting them to provide a plan of action to resolve the identified situation.*

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

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo thanked SC for significantly advancing the development of CGIAR Priorities and Strategies.*
- *SC should revise the report by taking into consideration the comments and questions raised by ExCo members.*
- *The revised report will be reviewed by ExCo members virtually for endorsement. ExCo members are asked to limit their comments, if any, exclusively to major issues in the revised report.*
- *The report should then be submitted to the CGIAR virtually for approval, in principle, on a no-objection basis, so that the new set of priorities could begin to be used in the analysis of soon to be submitted MTPs.*

¹ Excerpt from Eighth Meeting of the CGIAR Executive Council (May 11-12, 2005) Summary Record of Proceedings, May 31, 2005.

- *A full discussion of the revised priorities should take place at AGM05, along with other issues of System strategy.*

3.b. SC Program Report

Conclusions:

- *The CGIAR should protect the independence of the SC. There should be no risk that the SC could be perceived as a tool of special interests because of the mode of financing its activities.*
- *The Task Force on Funding System Priorities should give utmost priority to this issue.*
- *A progress report on the outcome of consultations with Members should be tabled for discussion at ExCo 9.*
- *ExCo will review SC's 2006-2007 work plan and budget in October 2005 at ExCo 9.*

3.c. Challenge Programs—Progress Reports and Updates

Conclusions:

- *ExCo agreed to implement the proposed new standardized reporting process for Challenge Programs starting this year.*
- *A template for the CP annual reports will be developed by the CGIAR Secretariat and the Science Council. Beginning 2005, the programmatic part of this annual report should be an integral part of the MTP.*
- *CPs will be subjected to the same level of scrutiny as the Centers under the M&E process.*
- *ExCo should come up with a recommendation to the CGIAR on the question of opening up the process for new CPs. CPs should be regarded as one of CGIAR's tools for implementing System Priorities.*

4.a. IFPRI EPMR

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo recommends that the CGIAR endorse the EPMR and its recommendations.*
- *ExCo notes that:*
 - *The global nature of the ISNAR Program should be protected;*
 - *IFPRI should reassess its comparative advantage in coordinating GO-AFU; and*
 - *SC and the CGIAR Secretariat should follow-up the ExCo comments on the EPMR process.*

4.b. CIMMYT EPMR

Conclusions and ExCo Recommendations to the CGIAR:

- *ExCo commends EPMR team for an incisive and thoughtful report and recommends that the CGIAR endorse the Panel's recommendations.*

- *ExCo requests the CIMMYT Board Chair to submit a short written report on progress to ExCo 9 in October 2005. It also requests the Board Chair to make a special report to AGM05, in addition to the Center response to the EP MR, with detailed updates on key issues raised by the Panel on programs, strategy, governance, finance and staff morale.*
- *SC and the CGIAR Secretariat should commission a follow-up focused review to be conducted in May/June 2006 by the EP MR Panel chair and a governance/finance expert. TOR for the review should be reviewed by ExCo.*
- *Besides the specific CIMMYT issues, ExCo should also consider the lessons for the System emerging from this EP MR. Regarding governance, the System must at one point address if it needs to have more than 200 board members for a \$450 million program. Although Center Boards are autonomous, their governance needs to be balanced with oversight provided by the CGIAR, through ExCo, without becoming too intrusive. Of particular importance is the accountability of the Board Chairs, which needs to be clarified. The CGIAR Secretariat should prepare a note for discussion by ExCo covering these broad governance and oversight questions, with special emphasis on the role ExCo could play to add maximum value to the System.*

4.c. Follow-up to External Reviews

Conclusions:

- *SC and CGIAR Secretariat should further develop the process for follow-up to EP MRs so as to facilitate their discussion by ExCo. The revised process should build upon the MTPs as much as possible and bring clarity to the Center responses and the shelf life of EP MRs.*

4.d. Pilot Performance Measurement System

Conclusions:

- *ExCo is encouraged by the progress made in developing and implementing a CGIAR PM system and unanimously supports this effort.*
- *The results from the pilot year should be thoroughly discussed at the next AGM.*
- *Prudent transparency should dictate making the PM data available to the public and the CGIAR 2004 Annual Report will be featuring a chapter on this.*
- *ExCo should devise a means by which its performance could be assessed.*

5.a. SSA Task Forces on Programmatic and Structural/Organizational Alignment

Conclusions and ExCo Recommendations to the CGIAR:

- *Considering the TFs' presentation to ExCo and their clear indication that Recommendation 1 was indicative of their vision of the future, ExCo recommends that Recommendation 1 is placed separately on the agenda of AGM05, subject to CGIAR Members' interest in the topic. ExCo requests the CGIAR Secretariat to hold informal consultations with the membership to ascertain Members' interest.*

- *ExCo requests the TF Co-Chairs to revise the draft report to include scenarios that were considered in their exercise, and their views on each option.*
- *ExCo requests Centers to continue to develop the sub-regional MTPs, at a faster pace, including the elements required for full and effective facilitation. This should be done in partnership with SROs, NARS, and FARA, with implementation to start in 2006. CDC/CBC, CGIAR Centers and their staff with a particular interest in SSA, should strive for ownership and full engagement of NARS, SROs and FARA in the process. ExCo requests that Centers organize a dialogue with the above institutions between now and ExCo 9. ExCo further requests that MTPs are fully aligned with the System priorities and fully consistent with the SSA Challenge Program currently under implementation. As noted by the TFs in Recommendation 5(i), the Centers should carry out this responsibility “during the interim period until the formation of the recommended SSA-based global entities.”*
- *ExCo recommends that the CGIAR endorses Recommendation 2 as related to West and Central Africa and further requests the CGIAR Chair to take necessary actions to discuss with the Board Chairs of IITA and WARDA and WARDA’s Council of Ministers, steps towards implementation of this recommendation.*
- *ExCo recognizes the need for further discussions and analysis of best options for the East and Southern Africa Global Entity, and requests Members to specifically share with ExCo their views on options for discussion at ExCo 9 in October 2005.*
- *With regard to Recommendation 4, ExCo recommends this to be discussed at AGM05 as part of the discussion on Recommendation 1.*

ExCo’s recommendations will be submitted to the CGIAR for approval on a no-objection basis.

5.b. Report from Centers

Conclusions:

- *The Co-chair thanked the CBC and CDC Chairs for their reports.*

7.a. SC Membership

Conclusions:

- *ExCo endorsed the recommendation of the SC Chair to extend five SC members for two years, and request the CGIAR Secretariat to contact the Chair of the SNC to carry out a search to identify a replacement for K. Kainuma, using the criteria established by the Working Group on Science Council. Following endorsement by ExCo, the nomination would be sent to the CGIAR for approval.*