

## **ExCo 10 Conclusions and Recommendations<sup>1</sup>**

### **2.b. Performance Measurement System: Preliminary 2005 Results**

#### **Conclusions:**

- *ExCo commended the work of the CGIAR Secretariat, Science Council and SC Secretariat on the PM System and Centers for collaborating in this exercise.*
- *While there is a need to keep an eye on balancing costs with benefits, it is in the CGIAR's interest to use the PM System to spot problems early on.*
- *The PM System will be important in sustaining resource mobilization in the long run.*

### **2.c. Financial Matters**

#### **Conclusions:**

- *The CGIAR Secretariat, with support from the Finance Peer Review group should: a) further consider the adequacy of the financial indicators, including benchmarks and additional indicators, if necessary; b) clarify the computation of the reserve indicator; c) review the treatment of Challenge Programs – both in terms of reporting them in the audited financial statements, and in the computation of the indicators – and clarify this before the issuance of the financial report.*
- *The collaborating team of IRRI and the CGIAR Secretariat should add a glossary of terminology to the financial report when it is issued.*
- *The TOR of the Finance Peer Review group should be reviewed and upgraded based on suggestions from Membership, and particularly on the need to provide more detailed analyses of general and specific funding situation. However, financial analysis needs to be handled professionally, and not politicized.*
- *As in the past, the CGIAR Chairman was asked to write to Board Chairs of those Centers with red-flagged indicators as well as those with “deep green flags” requesting them to provide a plan of action to resolve the identified situation.*
- *Role of ExCo in providing oversight on financial health of the System and the Centers will be further discussed in a paper prepared in response to an earlier request by ExCo and the CGIAR.*

### **3.a. Progress in Implementing CGIAR Priorities**

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

- *ExCo recommends that the freeze on CPs should be removed. The process of selecting new CPs should be based on guidelines approved earlier by the CGIAR.*

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<sup>1</sup> Excerpt from Tenth Meeting of the CGIAR Executive Council (May 17-18, 2006) Summary Record of Proceedings, June 8, 2006.

- *Technical assessment exercise by SC is an important input to the work of the ExCo ad hoc committee on funding Priorities; it needs to be aligned with the Group's decisions.*
- *ExCo broadly endorsed the principles recommended by SC to guide the process of implementation of the System Priorities, but always in accordance with what has been agreed upon by the CGIAR.*
- *The SC Secretariat should map expected output timelines on implementing and aligning Priorities over the next three years.*
- *ExCo endorsed the recommendation for the ad hoc committee on funding Priorities to consider proposals on mechanism(s) for coordination of various inputs in formulating a strategy to move towards implementation of the Priorities and coordinated funding, considering that both aspects are crucial and interrelated. This should be reflected in the committee's TOR.*

### **3.b. SC Program Report**

#### ***Conclusions:***

- *ExCo thanked the SC for its report and expressed appreciation for its work.*
- *While progress has been made in many ex post impact assessment areas, more work is needed in measuring impacts of NRM and participatory research. SC SPIA and the Centers should work together to address issues of methodologies.*

### **4.a. Stripe Review of Corporate Governance of CGIAR Centers**

#### ***Conclusions:***

- *ExCo endorsed the stripe review recommendations.*
- *Centers, through the CBC (AB), are requested to report at ExCo11 on the initial progress made in implementing the review recommendations.*
- *ExCo requests CBC(AB) to look at the remuneration of board members and to report back to ExCo.*
- *Board statements on risk management are suggested to be brought formally to ExCo, at least for information in the framework of an early warning mechanism.*
- *A second phase of the review of Center annual reports will be undertaken by the CGIAR Secretariat, in collaboration with the FHAO and Centers, not only to identify best practices but also to address issues such as inclusion of performance measurement data. The assessment is expected to be completed by the end of 2006.*
- *Updating of Board Guidelines for Center boards will be undertaken by the CGIAR Secretariat and CBC (AB). The first guide, on CGIAR policy, is expected to be completed by October 2006 and will be brought to ExCo for discussion and the CGIAR for approval. The CGIAR Secretariat and CBC(AB) will work together on the best processes to update the set of guidelines.*

### **4.b. CGIAR Alignments in SSA & Beyond**

#### ***Conclusions:***

- *As requested by the CGIAR, ExCo monitored the implementation of the decisions by both IITA/WARDA and ICRAF/ILRI. ExCo recognized the challenges associated with the expected alignment as approved by the CGIAR but also noted the potential gains from such an alignment.*
- *ExCo assesses that while progress has been made on programmatic alignment, movement towards structural/governance and corporate services alignment have been much more limited. Additional concentrated efforts, at a faster speed, are required to implement decisions made by Membership at AGM05.*
- *ExCo requests BOTs to hold joint BOT and/or committee meetings as required to speedily address the alignment opportunities in the different fronts, i.e., programmatic, structural/governance, and corporate services. ExCo expects the regional MTPs to be submitted to, and analyzed by the SC by mid July 2006 if feasible, and requests the Centers to report back to ExCo 11 on (a) progress made on all fronts; (b) expected progress until end CY06; and (c) a mid-term plan covering CY07. Clearly identified milestones and verifiable indicators on each of the three aspects of alignment should be included.*
- *ExCo welcomes the role the Alliance is expected to play in the governance of the joint SSA MTPs which involve several partners and Centers, recognizing further details are required. A report clarifying the governance structure of the two MTPs will be provided by the Alliance to ExCo 11.*
- *ExCo requests the CGIAR Secretariat to play a proactive role in the facilitation of discussions between IITA/WARDA, including addressing the political challenges for implementation of Membership decisions, and building on progress made so far. ExCo requests the CGIAR Secretariat to play a similar role in relation to ICRAF/ILRI, if requested.*

## **5. Report from the Centers**

### **Conclusions:**

- *ExCo welcomed progress made by the Alliance.*
- *The CGIAR Charter will be amended to reflect the formation of the Alliance, according to established procedures.*
- *Alliance membership on ExCo and representation at AGM will be addressed by ExCo either at ExCo 11 or virtually, following preparation of a short issues paper by the CGIAR Secretariat.*

## **6.a. ICRAF EPMR**

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

- *ExCo commends the ICRAF EPMR Panel for the incisive report and recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo welcomed comments from the Center Board Chair and Director General.*
- *ExCo agrees with the SC's recommendation to conduct a follow-up review by May 2007 to assess progress made by the Center on two programmatic aspects: consolidation of its strategic research priorities into a long-term strategic plan*

*and analysis of the likely impacts of the Center's involvement in large development projects.*

- *ExCo also endorses the CGIAR Secretariat's recommendation that:*
  - *ICRAF's BOT be requested to develop and implement a performance improvement plan for the Director General, and if required for his senior leadership team.*
  - *ICRAF BOT, in collaboration with the CGIAR Secretariat, makes an assessment of the progress that has been made, by end of October 2006, through a specific review.*
  - *The review should be completed for discussion at AGM06.*

#### **6.b. WorldFish EPMR**

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

- *ExCo agreed with the observations and conclusions made by SC and CGIAR Secretariat, and recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo commends the Center for being proactive on governance issues and board reforms, and congratulated WorldFish on a positive EPMR.*

#### **6.c. CIFOR EPMR**

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

- *ExCo recommends that the CGIAR endorse the EPMR recommendations.*
- *ExCo recognizes that Sweden may add additional observations concerning the EPMR at AGM06 after finalizing their assessment of the report.*
- *ExCo congratulated CIFOR on a positive EPMR.*

#### **7. Updates**

##### ***Conclusions:***

- *ExCo endorsed the paper "A Strategic Framework for Engagement Between the CGIAR and Civil Society Organizations (CSOs) – The CGIAR Perspective" as an internal document of the CGIAR.*
- *ExCo recognizes the importance of the Advisory Group for planning the AGM06 CSO Forum, as this diverse group is expected to provide valuable advice.*

#### **8. Planning ExCo Business**

##### ***Conclusion:***

*ExCo requested the Science Council and the CGIAR Secretariat to undertake a meta-analysis to derive lessons learned from EPMRs held in 2006 for ExCo12 (May 2007).*