

## ExCo 12 Conclusions and Recommendations<sup>1</sup>

### 2.a. Report from Director

#### *Conclusion:*

- *ExCo thanked F. Douglas and the CGIAR Secretariat for the report and for her leadership during the interim period before the new CGIAR Director assumes his post.*
- *Disclosure policies should be posted to the Members' Only page of the CGIAR website, as a first step in the right direction, but a discussion on a broader disclosure should follow.*
- *Discussion on the CSO work plan and CSO participation at AGM08 should continue.*

### 2.c. Financial Matters

#### *Conclusion:*

- *Red flags in the 2006 financial indicators due to the non-delivery of EC funding should be identified in the financial report;*
- *Indirect cost recovery on restricted projects should continue to be closely monitored;*
- *There would be value in exploring collective action methods to address financial issues at individual Centers, for which robust risk management processes are needed.*
- *As in the past, the CGIAR Chair was asked to write to Board Chairs of those Centers with red-flagged and "deep green flags indicators requesting them to provide a plan of action to address the identified situation.*

### 3.a. Report from Science Council

#### *Conclusion:*

- *K. Sierra thanked the SC Chair for his report and ExCo members for their comments.*
- *Clarity on further next steps on Framework Plans was required.*
- *The external report of the PRGA along with the SC commentary and recommendations would be shared with ExCo for ExCo's comments.*
- *SC was requested to include in its future reports a report card/status report showing progress in the implementation of the different components of the SC's work as compared with the approved work program.*
- *SC was requested to submit a comprehensive paper describing in detail the proposed structural changes in the SC for discussion/endorsement at ExCo 13 and approval of the CGIAR. The proposal should also address how SC proposes to engage with a broader range of stakeholders.*

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<sup>1</sup> Excerpt from Twelfth Meeting of the CGIAR Executive Council (May 16-17, 2007) Summary Record of Proceedings, June 5, 2007.

- *There is need for an assessment mechanism on mobilizing science, perhaps through development of suitable performance indicators.*

### **3.b. Challenge Program Concept Notes**

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

- *ExCo recommends to advance the following concept notes to the pre-proposal stage:*
  1. *Climate change, agriculture and food security;*
  2. *High-value crops – fruits and vegetables; and*
  3. *Combating desertification (dryland degradation)*
- *The development of pre-proposals should be in accordance with the CGIAR-approved process and guidelines, i.e. an open and competitive process, and not limited to the original proponents of the ideas. The call for ideas should be communicated to a wider audience.*
- *The pre-proposals should clearly describe the range of partnerships and potential for additional funding.*
- *Lessons learned from the external evaluation of existing CPs should be considered in the development and selection of pre-proposals and proposals for Cycle 2 CPs.*
- *The time originally prescribed for pre-proposal preparation will be extended by 3 weeks, while the time taken by the SC in assessing pre-proposals will be reduced from 4 weeks to 3 weeks. The timeline will be clearly indicated in the call for pre-proposals.*
- *The Alliance was asked to be open to expressions of interest coming from a range of external partners and not build any obstacles in partnering with external players, and being open to the possibility of having non-CGIAR centers leading CP proposals.*

## **4. Alignment in the CGIAR**

### *ExCo ad hoc Committee on Funding System Priorities*

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

- *Considering the fact that there was no opportunity for constituencies of ExCo to discuss this important proposal before the meeting, members were requested to send more detailed written comments on the proposal to the ad hoc committee, with a copy to the CGIAR Secretariat.*
- *The final report, incorporating comments from members, should be submitted in time for discussion at ExCo 13.*
- *Members should discuss with their constituencies which CGIAR Members would be willing to join a group that would jointly agree on System Priority-based allocation funding, and inform the ad hoc committee.*
- *The ad hoc committee would also take into account implications on transaction costs of instituting the proposed mechanism.*

## *Follow-up to Alignment Forum*

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

- *ExCo agreed in principle to the following next steps:*
  - *CGIAR would initiate a facilitated change management process.*
  - *As a first step, set up a small scoping team.*
  - *Composition of scoping team:*
    - *2 ExCo members, 1 Alliance representative, 1 SC representative, 1 partner representative; supported by CGIAR Secretariat*
  - *An external professional facilitator would support the scoping team to design an inclusive and extensive process to ensure high level of engagement and political commitment.*
  - *Possible first meeting of the scoping team: September 2007*
- *The scoping team would submit a proposal to ExCo for discussion on next steps in the Alignment process, drawing on input from the Alignment Forum and other components of the System.*
- *The decision on the need for a high level meeting could be taken subsequently.*
- *The CGIAR Secretariat was requested to develop terms of reference for the scoping team and submit to ExCo for approval. ExCo members were requested to send their suggestions if any, regarding composition of the scoping team to the CGIAR Secretariat, for which special emphasis would be placed on maintaining balance.*

## **5. Report from the Alliance of CGIAR Centers**

### ***Conclusion:***

- *A think piece from GRPC on policy guidelines on income derived from intellectual property should be circulated by end of July, after obtaining appropriate expert legal advice, and inputs from the SC and CGIAR Secretariat.*
- *The Alliance was requested to share a report on their meetings with FAO with ExCo.*
- *ExCo requested that future reports from the Alliance should be accompanied by a written report.*

## **6. Managing Risk in the CGIAR**

### ***Conclusion:***

- *ExCo thanked the CGIAR Secretariat for the report and welcomed the focus on a comprehensive approach to risk management.*
- *ExCo requested the Alliance and the CGIAR Secretariat to continue working on risk management and requested more analysis and modeling be done to clarify details, including on full cost recovery, for further consideration by ExCo.*
- *As follow-up to AGM06, further work on benchmarking of reserves is needed, and should be done in collaboration with the ExCo ad hoc Committee on Funding System Priorities.*

## **Follow-up to ICRAF EPMPR (Closed Session)**

### ***Conclusion:***

- *ExCo welcomed the close attention the ICRAFT BOT is paying to issues arising from the EPMPR and affirmed its continuing interest in this matter. ExCo requested a progress report from the Board Chair for ExCo 13.*

## **7.a. ILRI EPMPR**

### ***Conclusion and ExCo Recommendation to the CGIAR:***

- *ExCo commended ILRI for a positive EPMPR, and recommended that the CGIAR endorse the ILRI EPMPR recommendations.*
- *In order to institutionalize knowledge sharing among Centers, ExCo suggested that the Alliance explore ways in which Centers with positive EPMPRs share their experiences/practices with other Centers.*

## **7.b. IWMI EPMPR**

### ***Conclusion and ExCo Recommendation to the CGIAR:***

- *ExCo recommended that the CGIAR endorse the IWMI EPMPR recommendations.*
- *ExCo commended the well constructed and balanced review of IWMI.*
- *The Center could do better in some areas, e.g. stronger publication record as evidence of scientific capacity and quality of research. The recommendation on urban agriculture did not receive strong endorsement.*
- *ExCo recommended that EPMPR discussions at future ExCo meetings include participation (in person or virtually) of the Center DG and/or Board Chair.*

## **7.c. CGIAR External Review**

### ***Conclusion:***

- *ExCo endorsed the broad scope, structure and process for conducting an external review of the CGIAR.*
- *ExCo recognized the requirements of the World Bank Development Grant Facility to have an external review of the CGIAR completed by early 2008, and an interim report available by December 2007, which is a critical input into the next DGF application in January 2008.*
- *ExCo agrees that the external review should serve both World Bank requirements and needs of CGIAR Members, and as such ought to be owned by the full Membership, and consequently discussed by the CGIAR.*
- *ExCo agrees that the meta review (Phase 2) on effectiveness of research be done first, by the end of 2007, while Phase 1 (efficacy of partnership) be done later in 2008.*
- *ExCo will establish an ExCo ad hoc advisory group to guide finalization of the TORs for the external review and panel composition. The group should be*

*composed of 1 Alliance representative, 2 CGIAR Members, and 1 SC/SPIA member.*

- *The CGIAR Chair will consult with the World Bank DGF Council on the specific requirements for the interim report to be submitted to the DGF Council in January 2008, and discuss options for refining the TORs (including the timeline) with the ExCo advisory group.*

## **8.b. Planning**

### ***Conclusion:***

- *ExCo accepted and thanked Italy for offering to host ExCo 13.*
- *All efforts will be made to hold ExCo 13 on October 16-17, 2007.*
- *Documents for discussion in face-to-face ExCo meetings will be made available three weeks in advance of meetings. All efforts should be made to shorten the length of documents. All who provide documents for circulation to ExCo (including SC, Alliance, ExCo ad hoc Committee, etc.) would ensure documents reach the CGIAR Secretariat in time to ensure ExCo members receive documentation three weeks in advance.*
- *The issues of ExCo's size and composition could be discussed in conjunction with the change management process.*
- *Enhancing voice from the South in the CGIAR should remain a focus of ExCo discussion.*