

ExCo 13 Conclusions and Recommendations¹

2.a. Report from Director

Conclusion:

- *ExCo thanked R. Wang for his report.*
- *A presentation on the methodology and work plan of the CGIAR External Review should be organized at AGM07.*
- *K. Sierra also thanked Fionna Douglas for her leadership as Acting CGIAR Director during the transition.*

3.a. Medium-Term Plans and 2008 Financing Plan

Conclusion and ExCo Recommendation to the CGIAR:

- *ExCo recommends CGIAR approval of the 2008 financing plan.*
- *ExCo requested the CGIAR Secretariat to:*
 - 1) *Improve presentation of the financing plan with more clarity;*
 - 2) *Further analyze the impact of the weakening US dollar on the 2008 funding projections;*
 - 3) *Make every effort to clear any bottlenecks in the disbursement of Member funds through the MDTF in the World Bank.*
- *Further analysis of the SC proposal to de-link the MTP output planning from the PM system is required. ExCo requested SC and the CGIAR Secretariat to submit a proposal to ExCo 14 that does not devalue but optimizes the utility of the PM System, maintains incentives, and ensures high output goals.*
- *ExCo endorsed the SC recommendation for analysis of Center MTPs by the SC every third year, or as required by SC assessment, instead of automatically yearly. It also expressed support to the online tool linking the MTPs, the finance and the PM databases.*

3.b. Report from Science Council

Conclusion and ExCo Endorsement:

- *ExCo thanked the SC for the report and complimented it for its clarity and the quality of the in depth and comprehensive analyses.*
- *ExCo endorsed the proposed SC structure changes to mainstream priorities and strategies, and mobilizing science into the work of the entire SC. ExCo recommends the CGIAR approve the change, while the required amendment of the CGIAR Charter resulting from the change should be postponed for one year pending outcome of the facilitated change management process during 2008.*

¹ Excerpt from Thirteenth Meeting of the CGIAR Executive Council (October 16-17, 2007) Summary Record of Proceedings, November 5, 2007.

- *SC should determine what metrics to use to measure results of mainstreaming mobilization of science, and report back to ExCo on the results.*
- *ExCo endorsed the SC Work Plan and Budget for 2008-2009. The footnote on page 8 of the work plan and budget document should be re-drafted to note that SC is funded by an annual levy on Centers' total budgets.*

4.a. Challenge Program External Reviews

Conclusion and ExCo Recommendation to the CGIAR:

- *ExCo congratulated HarvestPlus for a favorable external review report, and recommends that the CGIAR endorse the HarvestPlus CPER recommendations and the CP should proceed to Phase 2.*
- *ExCo should have more in depth discussion and develop a strategy in response to the fact of one new donor providing a significant amount of funding to the HarvestPlus CP.*
- *ExCo recommends that the CGIAR endorse the CPWF CPER recommendations and the CP should proceed to Phase 2. CPWF was requested to report back to SC and then to ExCo in May 2008 for a review of its Phase 2 plan towards a more focused program and reformed governance structure.*
- *ExCo should determine the minimum requirement for CP governance and agree on a set of principles on governance and good practices with adequate flexibility.*

4.b. Challenge Programs: Lessons Learned

Conclusion:

- *ExCo considered that this is a very useful opportunity to pause and learn from experience.*
- *Lessons from the report and the discussion at ExCo should be incorporated into Cycle 2 CP proposals and the design of CP Cycle 3, in particular efforts should be made to simplify the process.*
- *ExCo requested the Science Council, together with the Alliance and the CGIAR Secretariat to develop a toolkit of mechanisms which could be best used to meet the CGIAR's diverse research objectives. This work should feed into the Scoping Team's discussions to avoid duplication of ideas.*

4.c. CP (Cycle 2) Selection of Pre-Proposals

Conclusion and ExCo Decision:

- *ExCo expressed appreciation to the Science Council for its assessment of the Challenge Program Cycle 2 Pre-proposals.*
- *ExCo also expressed disappointment with the low quality of the pre-proposals, but recognized these are important research areas and the CGIAR should signal a willingness to move forward.*
- *With respect to the pre-proposals on Oasis and High-value Crops, ExCo decided the following:*

- 1) *The proponents of the pre-proposals on Oasis and High-value Crops should incorporate lessons learned from the first cycle of CPs presented at ExCo 13, and guided by inputs from the SC on the pre-proposals, develop full proposals for SC review.*
 - 2) *Oasis should be submitted by February 29, 2008, for assessment by SC and discussion and recommendation at ExCo 14.*
 - 3) *High-value Crops should be submitted at the latest by July 31, 2008, if not earlier for assessment by SC and discussion and recommendation at ExCo 15.*
 - 4) *After submission of the full proposals, if ExCo does not believe the full proposals are of sufficient quality, they would be withdrawn from further consideration.*
- *With respect to Climate Change, ExCo decided:*
 - 1) *The Alliance, Science Council, and CGIAR Secretariat should take stock of where we are on work that is already being undertaken within the CGIAR on climate change and use this as a basis to develop a strategic initiative on climate change to be announced in December 2007, in order to position the CGIAR as a leader in climate change research. This should be available two weeks prior to AGM07 for review and endorsement by the CGIAR Membership.*
 - 2) *The proponents of the pre-proposal on climate change should incorporate lessons learned from the first cycle of CPs, comments from the SC, and information on gaps identified by the stock taking, and develop a more focused full proposal for submission to SC by February 29, 2008, for assessment by SC and discussion and recommendation at ExCo 14.*
 - 3) *In addition, the CGIAR would convene a conference in 2008 on climate change to bring together key representatives of the international research community to identify ways to move the mitigation and adaptation agendas forward.*
 - *To initiate proposal development, proponents should seek clarification and guidance from the Science Council.*

5.a. CIP EPMR

Conclusion and ExCo Recommendation to the CGIAR:

- *ExCo congratulated CIP for a positive review and thanked the panel for its report.*
- *ExCo agreed with CIP's response on recommendations 11-14.*
- *ExCo recommends that the CGIAR endorse the 6th CIP EPMR recommendations and CIP's response to recommendations 11-14.*

5.b. IITA EPMR

Conclusion and ExCo Recommendation to the CGIAR:

- *ExCo congratulated IITA for a positive review and thanked the panel.*
- *ExCo recommends that the CGIAR endorse the 6th IITA EPMR recommendations.*

- *ExCo encourages more publication of results from IITA to ensure better communication of activities and impacts to the CGIAR community.*

6. Report from the Alliance of CGIAR Centers

Conclusion:

- *ExCo thank the Alliance for the report.*
- *ExCo stressed the need for Centers to comply with implementation of the stripe review recommendations on corporate governance, and would like to see a plan to get all Centers on board.*
- *There are more opportunities for collaboration with the private sector and the CGIAR should seriously consider how to achieve those goals.*

7.a. Final Report from the ExCo ad hoc Committee on Funding System Priorities

Conclusion and ExCo recommendation to the CGIAR:

- *ExCo endorsed the recommendations of the ExCo ad hoc committee, subject to the understanding that discussion at AGM07 should be undertaken with a sense of likely support from CGIAR Members.*
- *ExCo requested the ad hoc committee to canvass Members to gauge the willingness to develop timelines and implement the recommendations.*

7.b. Scoping Team Proposal

Conclusion and ExCo Recommendation to the CGIAR:

- *ExCo endorsed the Scoping Team proposal recommendations and recommends the CGIAR move forward with the change management process.*
- *To ensure all of the relevant voices are heard and issues identified, ExCo requested the Scoping Team continue to survey stakeholders, including focus groups of young researchers.*
- *ExCo members were requested to consult with their constituencies and identify names of persons that should be consulted by the Scoping Team.*
- *It is important to build trust in the System, and to begin by placing trust in the change design team, establish future roles and responsibilities at AGM, and give flexibility to the change design team to do what needs to be done, in order to help the process move forward without undue delays.*
- *Additional funding for the change management process from members will be welcome to supplement World Bank funding.*
- *The scoping team was requested to incorporate ExCo's comments and feedback in their proposal and develop specific immediate proposals that could be considered by CGIAR at AGM for decision.*

8.a. WARDA EPMR

Conclusion and ExCo Recommendation to the CGIAR:

- *ExCo is pleased with a positive EPMR and recommends that the CGIAR endorse the 5th WARDA EPMR recommendations. The momentum to move forward should be maintained by the Center.*

8.b. CIAT EPMR

Conclusion and ExCo Recommendation to the CGIAR:

- *ExCo recommends that the CGIAR endorse the 6th CIAT EPMR recommendations, including the SC recommendation for a follow-up review within 18 months to report on progress in implementing the recommendations.*
- *ExCo also requests the Center to report back to ExCo 14 on the new management team and strategy.*
- *The new finance director of the Center needs to be of a high caliber and should report directly to the DG.*
- *The reinvigoration plan should ensure real and lasting change, and engage scientists at the Center to help turn the crisis into a new future.*
- *ExCo commends the scientific community at the Center for their resilience in the face of severe problems, and for the scientific excellence of their research.*
- *The CGIAR System should reflect on how it reacts to warning signs, and what might have been done differently given the complexities and limitations of the System.*

8.c. EPMR Meta-analysis

Conclusion and ExCo Recommendation to the CGIAR:

- *The EPMR guidelines should be revised, building on the key findings and recommendations of the EPMR meta-evaluation.*
- *Clarity should be made on how the PM System could be used effectively in the conduct of EPMRs.*
- *Formulation of a rating system for EPMRs and conduct of a lessons learned exercise every five years would be useful to further strengthen EPMRs.*
- *ExCo recommends a modified Option 2 in the CGIAR Secretariat's commentary in the process of CGIAR handling of EPMR reports, with the following additions:*
 - 1) *All EPMR reports should be sent to CGIAR Membership including those not requiring full discussion at AGM as determined by ExCo.*
 - 2) *Centers should also be given the option to request an EPMR report be discussed at AGM.*
 - 3) *ExCo should recommend discussion of a particular EPMR at AGM, if ExCo feels the EPMR contains either positive or negative lessons for the System.*
- *The CGIAR Secretariat was requested to revise the option to include these additions for discussion at AGM07.*

8.e. Follow-up to ICRAF EPMP (Closed Session)

Conclusion:

- *ExCo remains interested in this matter and requested a progress report from the ICRAF Board Chair for ExCo 14.*

9. Genetic Resources Policy Committee

Conclusion and ExCo Decision on GRPC Work Plan and Budget:

- *ExCo members need more time to fully analyze the issue before it could recommend anything definitive to the CGIAR.*
- *ExCo members are requested to send their written comments to the GRPC through its Secretary (Emile Frison, Director General, Bioversity International).*
- *The issue will be scheduled for further discussion at ExCo 14.*
- *ExCo endorsed GRPC's work plan and budget for 2007-2009.*