

CCAFS
3rd STEERING COMMITTEE MEETING

3 May and 8 May, 2010
Nairobi, Kenya

MINUTES

Participants: Rashid Hassan
Takeshi Horie
Pramod K. Joshi
Thierry Lebel
Rik Leemans, ex officio
Steve Hall, ex officio
Holger Meinke
Thomas Rosswall (Chair)
Mary Scholes (Vice-Chair)
Bruce Campbell (Director)

Apologies: None

Invited participants:

Svend Christensen, KU
Torben Timmermann, CCAFS Secretariat
Sonja Vermeulen, CCAFS Secretariat (agenda items 6, 7, 9, and 13)
Misha Wolsgaard-Iversen, CCAFS Secretariat (agenda items 6, 7, 8 and 10)
Philip K. Thornton (Theme 1) (agenda items 6, 7 and 9)
Gerald C. Nelson (Theme 2) (agenda items 6, 7 and 9)
Patti Kristjanson (Theme 3) (agenda items 6, 7 and 9)
James W. Hansen (Theme 4) (agenda items 6, 7 and 9)
Andrew J. Challinor (Theme 5) (agenda items 6, 7 and 9)
Andrew Jarvis (Theme 5) (agenda items 6, 7 and 9)
Eva “Lini” Wollenberg (Theme 6) (agenda items 6, 7 and 9)
John Ingram (Scenario work) (agenda item 6, 7 and 9)
Andrew Ainslie (Scenarios Officer) (agenda item 6, 7 and 9)
Osana Bonilla-Findji (Theme Officer, Theme 5) (agenda item 6, 7 and 9)
Jürgen Hagmann (CCAFS Conference Facilitator) (agenda item 7)
Three potential Regional Facilitators (agenda items 6 and 7)

1) Introduction and the Chair's remarks

The Chair opened the meeting and welcomed the participants. The Chair introduced the invited participants, Dr Svend Christensen, Head of Department of Agriculture and Ecology, LIFE, KU and Torben Timmermann, Deputy Director (Administration and Communications), CCAFS Secretariat Copenhagen. The Chair noted that Rik Leemans and Thierry Lebel were delayed due to problems with flight connections.

The Chair asked that CCAFS SC members voluntarily and openly declare any conflicts of interest and that in such cases they would be excused from the particular discussions. The likely conflicts of interest related to the selection of additional SC member; these would be explicit at that agenda item should any cases of conflict of interest arise. There were no conflicts of interest.

The Chair thanked the Director and the CCAFS Secretariat for a major effort in moving forward the numerous CCAFS tasks, in particular the MegaProgram 7 (MP7) proposal and the CCAFS Conference in Nairobi. The Chair noted that these efforts build on the successful events at the COP15 in Copenhagen in December, including the Agriculture and Rural Development Day 1 (ARDD 1) and the co-organised event with Forest Day 3.

The Chair summarized the CGIAR reform process. The Consortium Board has been appointed and the CCAFS Chair and Director had met with the Consortium Board Chair Carlos Perez del Castillo in Montpellier in late March in connection with the GCARD meeting. The Chair noted that CCAFS had organised two successful events during GCARD.

The Chair reiterated the process of the MP7. The Consortium Board had decided to develop seven MegaPrograms and to fast track MP7 with CCAFS in the lead. A proposal will have to be sent to the Consortium Board on 10th May and be developed in close consultation with the 15 CG Centres. The Director had organised a meeting with CG Centre Contact Points in Copenhagen. The Chair had participated in the CGIAR Science Council meeting.

The Chair noted that CCAFS is a good example of what an MP should be doing. The Chair stressed that ESSP is seen as important also for the MP7.

The Chair reminded the SC that the six Theme Leaders and the Scenarios Leader together with a Theme Officer and a Scenarios Officer had been invited for selected agenda items as was clear from the Annotated Agenda. The Chair informed the SC that three candidates had been approached for the position of Regional Facilitator for CCAFS who would join the SC for specific agenda items. Misha Wolsgaard-Iversen from the CCAFS Secretariat had also been invited for agenda items 6, 7, 8 and 10.

Jürgen Hagmann who would facilitate the Conference, would join the SC for agenda item 7.

The Chair noted that two documents were still missing, for agenda items 4.2 and 9.1. The Chair stressed that the document for 9.1 is essential and that the SC should receive it no later than Friday

in order to be able to make a decision on the matter. The budget document for the MP cannot be made available to the SC during the meeting, since it needs additional work.

2) Agenda and minutes

2.1 Adoption of agenda

The members were invited to review the agenda and suggest any additional issues that might be discussed under Agenda Item #16 Any Other Business.

The Chair proposed to finalise agenda item 5 (selection of additional SC member) before lunch and to carry out agenda item 10 (2010 budget) only after agenda item 13 as agenda items 12 and 13 would have implications for the budget.

Decision:

- To adopt the agenda with the changes mentioned above

2.2 Minutes of the previous meeting

The previous minutes were circulated for comment and then were finalised. They will be placed on the CCAFS website as soon as possible as the domain has just been transferred from Scriptoria's domain to a domain under control of CCAFS.

Decision:

- To note that the minutes of CCAFS SC meetings #1 and #2 will be placed on the CCAFS website as soon as possible with careful attention to eliminating confidential information from meeting #1.

3) Matters arising

The Chair invited the Director to outline matters arising. Many matters arising from Meeting 2 had been completed (e.g. theme leader contractual arrangements, regional facilitator host selection, hiring of secretariat staff, system for evaluation of Theme Leaders devised, budget revised and circulated), while others had been prepared for this meeting and placed on the agenda (e.g., social science expertise on CCAFS SC, capacity building strategy, communications strategy).

A number of items had been overtaken by the CGIAR reform process (see agenda Item #4), and would only be tackled once further clarity had been achieved on the future arrangements for the implementation of CGIAR MegaPrograms. These included the following items from the previous minutes:

Meeting #2, Item #2.2: Matters Arising

The CCAFS Charter would again be deferred. This paper, drawing lessons from evaluations of previous attempts at cross-system initiatives, was essential, but it was best to await clarity on how MegaPrograms would be governed and implemented. While the formal paper had not been written, the Director had summarised the previous lessons, shared them with Theme Leaders, and had made them a central part of the management team meeting in Montpellier during the First Global

Conference on Agricultural Research for Development (GCARD) in March, where the facilitator of that meeting was asked to raise the lessons at each point in the agenda, as appropriate. He had also shared them and discussed them with the Secretariat staff so that the entire team was aware of the problems associated with other cross-centre activities and made provisions for not repeating the mistakes.

The Chair agreed that it would be sensible to await the further MP7 process before developing a Charter. However, the SC asked that the Director's power point presentation on the Charter be circulated to the SC.

Meeting #2, Item 5: The CGIAR planning cycle and relationship to CCAFS SC functions

At Meeting #3 the Steering Committee would not consider and approve the Medium Term Plan and Financial Information System, but instead consider the proposal for the "CGIAR Program on Climate Change, Agriculture and Food Security" (MP7, abbreviated hereafter as "CGIAR CC Program"). In future meetings the SC would need to reconsider its role and functions in the CGIAR CC Program.

Meeting #2, Item 6: Monitoring and evaluation of CCAFS

The Director clarified with the CGIAR Secretariat (now CGIAR Fund Office) that the procedures applying to Centres did not all apply to CPs, and that in any case it was not expected that any performance indicators would be assessed for 2009 given the short period of implementation in 2009. Given the change process, CCAFS would have to await clarity on how CGIAR Programs will be monitored and evaluated.

Meeting #2, Item 15: Management Team composition (and roles)

The reform process will mean a completely different governance system, both at the current CCAFS SC level and at the CCAFS Management Team level. The Director needs to prepare Terms-of-Reference for the different management roles once the MegaProgram governance system has been clarified.

The Director summarized the process for appointing Regional Facilitators who will be appointed at international staff. Selection panels had been set up, three candidates in each region had been short-listed and interviews had been conducted at the host institutions of the RFs, i.e. ICRISAT (West Africa), ILRI (East Africa) and IWMI (Indo-Gangetic Plains). There are ongoing discussions about candidates and contract between the University of Copenhagen and the host institutions.

Meeting #2, Item 8: Financial Overview and Budgets for 2009, 2010 and 2011-2012

The Director has yet to devise a system for recognising the financial contributions flowing from the funding agencies that fund ESSP research. The Director has been in contact with ESSP and its funders on possible sources of funds. It should be noted that CCAFS has been invited to collaborate with the Belmont Group/International Group of Funding Agencies for Global Change Research (IGFA) in their interest in funding global change and food security work. A joint meeting will probably be held in October at the Belmont/IGFA meeting in Pretoria.

Research Programs

The Director outlined the joint EU research program (Joint Initiative of Climate Change, Agriculture and Food security), Global Research Alliance for Agricultural GHGs and BRIK initiatives.

Decision:

- To note the good progress on many decisions made at the 2nd CCAFS SC Meeting, but that many issues need to be resolved once clarity has been achieved on the future governance of mega-programs.
- To defer decision of the Terms-of-Reference for the different management and governance bodies until the future of CCAFS/MP7 was clear.
- To note the joint EU research program (Joint Initiative of Climate Change, Agriculture and Food security), Global Research Alliance for Agricultural GHGs, BRIK initiatives and other programs where CCAFS can benefit and interact.
- To ask the Chair, Vice-Chair and Rik Leemans to discuss possibilities for support from the funding agencies that fund the ESSP research with a view to the Belmont/IGFA meeting in Pretoria in October.
- To request that the following items be placed on the agenda of future meetings as soon as such clarity has been achieved:
 - a. A Program Charter be prepared so as to ensure that problems of previous cross-centre activities are not repeated. It was concluded that the Charter be deferred until after completion of the CGIAR change process; but, the SC requested that the power point summary prepared by the Director be sent to the SC.
 - b. Monitoring and evaluation of progress. If CCAFS plays a major role in the implementation of the MP then the decisions at Meeting #2, Agenda item #6 need to be revisited.
 - c. The Director to devise a system for recording the contributions of ESSP partners to CCAFS and ways to interact with the ESSP. Rik Leemans would support this work.

4) CGIAR reform process

The Chair invited the Director to outline the CGIAR reform process, which has moved rapidly forward, culminating in decisions made at the time of the Montpellier GCARD conference in late March. The process has involved a major time commitment for CCAFS staff, primarily the Director, but also Theme Leaders and the Secretariat, and the Chair had also been involved in meetings related to reform. CCAFS had consulted and engaged in meetings with DGs from Centres, the Deputy DGs, Contact Points from Centres, donor agencies, partners (including those from the ESSP).

The process led to CCAFS being selected to lead the development of the proposal for the proposed fast-tracked CGIAR CC Program (three of the seven programs are proposed for fast-tracking). This had involved in-depth and facilitated meetings for (a) Theme Leaders and Secretariat Staff, including ESSP representation; and (b) CGIAR Contact Points. And it had required the development of a proposal for the new Program that had as much buy-in as is possible from the 15 CGIAR Centres.

A draft 2-page proposal for the new Program was presented at GCARD in March where 100 persons gave input into the design. The CCAFS Conference (formerly 'Launch Conference', agenda item 7) in Nairobi had been designed as a forum for further stakeholder input into the design of the Program, while at the same time being a forum for getting input into decisions on 2010 CCAFS implementation activities. A CG centre Contact Point meeting in Copenhagen had been held to discuss the conceptual framework. In the CCAFS Conference reference will be made to the CGIAR CC Program, with no more than passing reference made to the CP. A further opportunity for input into the research and engagement agenda will be possible at a high-level workshop CCAFS-3 jointly organised with Harvard University (Bill Clark). This is particularly focussed on input from the private sector, civil society and government policy makers, and will take place in San Servolo, Venice, in June.

There had been positive response from many centres. A draft note on the governance structure would be sent out on 3rd May and more input would be given in the coming week. The future steps involve: (a) submission of the final proposal on 10th May. (b) External review of the proposal; (c) Decisions by the Consortium Board (CB) in late May as to whether the CGIAR CC Program will be supported, or how it is must be revised; (d) submission of the proposal to the Fund Council by early June if no further revisions will be requested. (e) Decision by the Fund Council as to whether it will be supported; (f) If supported, implementation is likely to start in the 4th quarter of 2010 if approved by CB in May.

The current proposal for the Program reaffirms much of the CCAFS conceptual framework and has four themes (1. Progressive Climate Change, 2. Climate Risk, 3. Mitigation and 4. Vulnerabilities and Opportunities (this being the CCAFS themes 1-3).

What are the implications for CCAFS:

- a) A much larger budget, with a good portion of that flowing to Centres to conduct work associated with their climate change agenda (in the original CCAFS agenda this kind of work was excluded from the CCAFS concept so that the CP did not compete with the centers). Now center-funding is a must, as all centre work has to find a place in the new mega-programs.
- b) A new conceptual framework so that the additional work can be encompassed in a more comprehensive agenda.
- c) A new governance and management system, with one of the principles being that each Program has to have a host center. CCAFS SC role is likely to change. The Management Team role and composition needs to be reconsidered. The role and location of the secretariat are being discussed.

A document with a proposed governance structure had been worked out by the CCAFS Chair and Director, in consultation with an external governance consultant. Five centres had expressed an interest in being lead centre.

Decision:

- To note with great satisfaction that the CCAFS team has been selected to lead the development of the fast-tracked MegaProgram on CC, and to thank the Secretariat and Theme Leaders for the extra work that this has involved.
- To urge the CCAFS team to push on with implementation of the CP given the current donor commitments and expectations from stakeholders, but to, wherever possible, modify that implementation to take into account the emerging realities of the CGIAR CC Program
- To note the importance of the ESSP science agenda for MP7- To note in regard to the draft proposal:
 - that there is too much emphasis on mainstreaming 'agriculture into climate change' instead of the other way around
 - the importance of 'opportunity' management, not only risk management
 - the importance of considering current adaptive capacities in the regions
 - the need for addressing the involvement of multiple stakeholders, e.g. farmers, civil society etc. etc.
 - the need for setting realistic targets in terms of outputs
 - the importance of financial contributions from other sources than the Fund.

5) Selection of new member of CCAFS Steering Committee

The Director introduced the agenda item. There is a vacancy for an additional member on the CCAFS Steering Committee. Prior discussion favoured a candidate who is (a) female (b) West African and (c) a social scientist.

Recommendations were sought from a range of colleagues and ten candidates were put forward.

Decision:

- To defer any proposal for appointment of new SC members at this point in time. This item would be revisited once the future of the SC was decided in relation to the CGIAR change process.

6) CCAFS Procurement Policy and Guidelines

The Chair introduced the Deputy Director CCAFS Secretariat Sonja Vermeulen, Theme Leaders: Philip K. Thornton (Theme 1); Gerald C. Nelson (Theme 2); Patti Kristjanson (Theme 3); James W. Hansen (Theme 4); Andrew J. Challinor (Theme 5); Andrew Jarvis (Theme 5); Eva "Lini" Wollenberg (Theme 6); John Ingram (Scenario work); Andrew Ainslie (Scenarios Officer); Osana Bonilla-Findji (Theme Officer, Theme 5); and three potential Regional Facilitators.

In accordance with the request made by the SC at the 2nd Steering Committee Meeting, the Secretariat had drafted the CCAFS Procurement Policy and Guidelines.

The proposed guidelines were regarded as being unmanageable by the Management Team given that their own host institutions also had procurement rules.

Decision:

- Until such time when the Consortium Board decides on new procurement rules, the selection and recruitment of consultants, and the procurement of goods, shall follow CGIAR procedures in

accordance with the CGIAR Financial Guidelines Series (No. 6: CGIAR Procurement of Goods, Works, and Services dated April 2008) and the procurement guidelines of each of the CCAFS host institutions.

7) Launch Conference (now relabelled 'CCAFS Conference')

The Chair introduced the CCAFS Conference Facilitator, Jürgen Hagmann, who presented the program. The objectives were clarified, a process steering group was established, it was clarified what outputs were needed, and all members of the team and SC were to become ambassadors for the process, given that stakeholder expectations would be high and diverse, and that we would need enormous amounts of positive energy to deliver on the required outputs. Much out-of-session meetings with specific stakeholders were required, and it was strategized on which were a priority, and who would do those meetings.

Decision:

- To note the roles and responsibilities of the various CCAFS team members and SC in relation to the objectives and outputs
- To ask Stephen Hall to be Chair of the morning session until coffee break on 4 May
- To distribute a list of participants at the Conference
- To encourage active participation and engage positively and enthusiastically

8) Financial Statement 2009

As noted at the last SC meeting CIDA had stated that their allocation of app. USD 5.4 million to CCAFS has to “pass through” a CGIAR Centre, as the University of Copenhagen is not an “official vendor”. A service agreement between the University of Copenhagen and ILRI has been signed with a 4 % pass through for ILRI.

A grant agreement with IFAD, on behalf of the European Commission, has been signed. EUR 1 million will be allocated to spending that should have happened in 2009.

There was significant under-spending in 2009 given that the contract with IFAD was not signed by the end of 2009. The 2009 income and expenditure were audited by PricewaterhouseCoopers.

Decision:

- To note the under-expenditure in 2009 given the lateness in receiving the EU funds through IFAD
- To note the auditors report
- To gratefully note the funds received from CIDA and the EU
- To ask the CCAFS Director to build up appropriate reserves

9) The research agenda, incl. scenario work and MTP

There was a reflection on what came out of the CCAFS Conference. It was noted that in general participants had provided positive feedback and useful input. Short introductions were given by the

Theme Leaders, Andy Challinor (new Theme 1), Jim Hansen (new Theme 2), Lini Wollenberg (new Theme 3), Phil Thornton (new Theme 4), Jerry Nelson (work that cuts across the sub-themes of Theme 4), Patti Kristjanson (work that cuts across all Themes) and John Ingram (Scenario work in Theme 4).

The discussion also covered the proposed workplans, and associated budget, for 2010.

Decision:

- To approve the workplan in principle, conditional on some more detail and editorial work being done, including clearer impact pathways, and a stronger capacity building component
- To note that the 2010 budget will form the base for the 2 million USD CCAFS application to the CGIAR Fund
- To recommend the development of strategy for program data storage and management
- Request the Director, in consultation with the Management Team and the University of Copenhagen, to propose how to handle exchange rates variations for consideration at the next SC meeting

10) CGIAR Program on Climate Change, Agriculture and Food Security

It was concluded that the Chair and Director will write a letter of submission for MP7 covering the following major points:

- Partnership with the ESSP essential
- Outline of the process of preparation in which the centres had been engaged
- Reiterate the importance of food security and climate change
- Reiterate the importance of ARDD and Forest Day in terms of outreach
- Point out problems in deriving a consolidated budget that needed the attention of the consortium board

The SC reflected on the governance of the MP7 and concluded that particular attention needs to be paid to ensuring an appropriate composition of the committee, including competency, stakeholder, and gender considerations

The Chair reported that the governance of the MP7 had been discussed with the DG of ILRI, Carlos Seré

Decision:

- To write a letter of submission of a MegaProgram on Climate Change, Agriculture and Food Security to the CGIAR Consortium Board outlining some key points that have been considered by the Steering Committee.

11) Key pathways and strategies for achieving impact at the global and regional levels

11.1 UNFCCC/IPCC

CCAFS recognises that 2010 is a key year for agriculture if indeed the global negotiations are not going to be stalled again at the highest level, as happened in Copenhagen. To this end CCAFS has helped give input into an Issue Paper put together by the Global Donor Platform on Rural Development. This spells out a set of work areas where activities are needed in 2010. CCAFS has committed itself to the following set of activities in 2010 in this regard:

- Side event in UNFCCC SBSTAA in Bonn (June) bringing out agricultural case studies that demonstrate the role of smallholder agriculture in climate change mitigation. This is conducted in partnership with the Platform and various other key stakeholders.
- San Servolo high-level meeting in conjunction with Harvard Kennedy School. This is particularly focussed on senior private sector, government and civil society actors. The Consortium Board will participate in this event.
- Joint meeting with Aarhus University and FAO in Denmark in September, further building the partnerships needed to achieve consensus on agriculture's role. It is hoped that this meeting will particularly focus on the elements in a work plan for agriculture.
- High-level report on the role of agriculture in relation to climate change. This is a joint activity with the Platform, the proposal being to get someone like Stern or the UK Foresight team to prepare the report.
- High-level meeting 29-30 October at the invitation of the Dutch government on Agriculture and Climate Change in preparation for COP-16 in December. CCAFS has been asked by Rudy Rabbinge to assist in the development of a background paper on the needs for additional scientific research. This will complement the other two background documents on financing (World Bank) and institutional aspects (FAO).
- Agriculture and Development Day in conjunction with COP-16, with an expanded partnership in the steering committee and more links to Forest Day. An initial meeting with the key partners has been held to discuss, in general terms, what the focus should be in Mexico. It is believed that case studies should be presented, as a means of demonstrating practical possibilities for agricultural mitigation and adaptation, in the hope that practice will influence policy. The first meeting of the steering committee for ARDD-2 is planned for late April.

Some discussion has been initiated on engagement with IPCC but a detailed plan had yet to be devised. However, the Nairobi stakeholder meeting had included a working group that had devised a strategy for engagement with the IPCC that would be included in the MP7 proposal.

Decision:

- To note the involvement of CCAFS in the various activities leading up to COP-16
- To urge the CCAFS Management Team to plan out a strategy for engagement in the IPCC process
- The Director to inform soonest the SC on the expected involvement of the SC members in outreach activities.

11.2 IPBES and PECS

The political process that aims at establishing an Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) is continuing and a final meeting will be held in early

June. The Chair is a member of the informal consultative group planning the meeting and will attend. It is hoped that a final decision will be made to establish IPBES, which will provide a governmental platform for planning a follow-up to the Millennium Ecosystem Assessment. The concept of ecosystem services and linked ecological-social systems underpin the discussion. Agriculture and natural resource management issues will be crucial. DIVERSITAS, one of the four ESSP parents, is playing a major role in the development.

The second meeting of the scientific committee of the ICSU-UNESCO-UNU Programme on Ecosystem Change and Society (PECS) was attended by the Director. The details of the program have been further spelt out and the location of the secretariat is currently being finalized prior to hiring the secretariat staff.

Decision:

- To note the developments towards the establishment of IPBES; and
- To request the Chair and Director to continue to explore ways by which CCAFS may contribute to PECS and IPBES

11.3 Global and regional-local dimensions

At the global level, the key pathways and strategies for impact will be identified by the Secretariat and Theme Leaders, and in 2010 the focus will be on the UNFCCC in the hope that the highest level of agreement will be reached amongst countries, thus allowing the text for agriculture to be incorporated at the lower levels in the negotiating process. And even if this agreement is not reached, it is believed that the work being conducted to influence the outcome of the UNFCCC will be useful in other forums. The proposed communications strategy has elements meant to support the global activities.

Once the Regional Facilitators are in place, the regional work will roll out, with Regional Facilitators tasked to develop the ideas coming out of the CCAFS Conference, and to develop concrete strategies for impact, while also being nimble in the case of emerging opportunities for impact (given that impact pathways are seldom linear and predictable). A key person to interact with regional facilitators this year will be the Scenarios Officer with scenario development workshops planned for all three targeted regions.

Also key will be Patti Kristjanson, who, with her knowledge-to-action activities, will be key to ensuring that global activities interface with regional activities, and likewise that regional activities interface appropriately with local activities (in the latter Regional Facilitators are also key, with Patti ensuring coherence across regions). It should be noted that one of the strong messages from GCARD is the need to strengthen the involvement of the farmers. CCAFS has engaged in dialogue with the International Federation of Agricultural Producers (IFAP) and should strengthen this collaboration at the national/regional level.

There is much intellectual work to be done on how to link local, regional and global levels and CCAFS has a unique opportunity to contribute to such work.

Decision:

- To acknowledge the efforts of the CCAFS team in global activities for engagement and impact
- To urge the Director to move rapidly to build a common approach across regions so that major regional activities and outcomes are achieved before the end of 2011 in all regions
- To urge the Scenarios Officer, Patti Kristjanson and the Regional Facilitators to ensure that they can produce a significant paper on the process and value of linking local-regional-global scales.
- To ask the Director to ensure that the SC can monitor progress and partner engagement

12) Draft CCAFS communications strategy

At its 2nd meeting, the CCAFS Steering Committee decided that a communications strategy is crucial; and asked the Director to prepare a draft communications strategy for discussion at the 3rd SC in Nairobi. The draft strategy is focused on the MegaProgram and it covers 2010-2013.

The leading principle of the communications strategy, with a view to the target audiences, is “linking knowledge with action to create impact”, including capacity building. Communication of independent research results is a key principle of the CCAFS communications strategy.

The goal of the CCAFS communications strategy, in the light of the overall goal and objectives of CCAFS, is to make the biggest possible impact in terms of achieving food security, enhancing livelihoods and improving environmental management by ensuring timely dissemination of the key research results and messages to the target audiences (see below).

The objectives of the CCAFS communications strategy are (1) to make CCAFS the No. 1 international scientific platform for, and update of, key stakeholders in order for them to continually monitor, assess and adjust their actions in response to observed and anticipated changes in climate; (2) to make strategic partnership with key organisations that communicate directly with farmers; (3) to help make CCAFS an international success by garnering the attention and interest of international science media and other media.

The research results of the six CCAFS research themes are the cornerstone of communications. In order to reach the goal and objectives the strategy includes and describes communications partnerships, target audiences, outreach tools and a media approach.

A budget line for communications to implement the strategy has been included in the overall budget. It should be noted that the Theme Leaders and Regional Facilitators will also allocate resources for communications.

Decision:

- To approve the communications strategy
- To note that a professional website is a very important tool
- To note that it is important to distinguish between visibility and impact
- To note that more specificity is needed regarding target audiences is needed
- To note that in prioritizing resources the Blog should not be administered by CCAFS

- To note that targeted e-mail alerts would replace a newsletter

13) Draft capacity building strategy

The first meeting of the CCAFS Steering Committee noted that capacity building is a very important component of the Challenge Program and must be considered as an integral component of the implementation. The SC requested engagement with START and Theme Leaders towards development of a Capacity Building Strategy. CCAFS has now engaged with START (who have commented on the draft strategy) and the Theme Leaders to prepare the over-arching strategy document which will form the basis for inclusion of capacity building in mid-term work plans (MTPs). The objectives of capacity development for CCAFS are to enhance current capacities for the generation and application of knowledge on climate change, agriculture and food security through fostering co-learning approaches. This includes elements both of (1) raising researchers' capacity to generate scientific knowledge and respond to the knowledge and needs of other stakeholders and (2) raising multiple stakeholders' capacity to demand, critique and use scientific and other knowledge effectively, particularly to work out and implement preferred policy options. These stakeholders include farmers and their organisations, and policy makers in government, the private sector strategists and civil society. Given the strength and breadth of current global and regional capacity building initiatives in climate change and agriculture, and the limited central resources for capacity building within CCAFS, the strategy proposes several principles based around adding value through partnership, adopting a systems approach and ensuring full integration of capacity building into the thematic and regional activities.

Decision:

- To note that capacity building is an important element in the program that needs strong rooting in the Secretariat and strong links with ESSP-START
- - To approve the overall approach to capacity building, as presented in the draft capacity building strategy and through the Nairobi stakeholder workshop, and to capture this approach within a revised document
- To include management mechanisms within the strategy to ensure that workplans/MTPs reflect strategy principles
- To use the term "capacity development" rather than "capacity building" to capture the notion of capacity enhancement and co-learning between scientists and other stakeholder groups
- To ask the Secretariat and Management Team to develop the concept further with a view to presenting a revised and specified proposal at the next SC
- To note that the SC, in the revised workplan, wish to see special attention given to capacity building component
- To note the importance of south south

14) Revised budget for 2010

CCAFS has received grants from the EU of 6.6 million USD for 2009-10 and app. 5.4 million USD from CIDA for 2010-12. The EU grant will pass through IFAD. The CIDA funds through ILRI with a pass-through charge of 4% as for the WB grant. The contracts are in the process of being signed.

USAID has expressed interest to contribute financially.

The revised budget for 2010 had been updated in accordance with the allocated grants and the contracts with the Host Institutions.

The Chair had been in discussion with members of the Management Team about the challenge of exchange rate losses due to a decreasing value of the Euro.

Decision:

- To approve the revised budget for 2010 (Annex 1)
- To note the risk of underspending and that the SC is open to scale back on allocations to Theme Leaders and Regional Facilitators to ensure delivery in 2010
- To request the Director to submit a letter to the CGIAR Fund with a request of 2 million USD for 2010
- To note that the SC will revisit the question of allocations to Host Institutions at the SC meeting in October/November 2010

14) Future meetings

Decision:

- To agree that the next SC meeting will be held on 8th-9th November 2010 in Delhi, India
- To agree on Niamey, Niger as the venue for the 5th meeting on 6th – 7th April 2011

15) Performance appraisal, incl. summary of the previous one

The SC was appraised using the standard CG format used by CG Boards. The questionnaires are cumbersome and not easy to complete. The answers to the questionnaires were collated by the Vice-Chair and displayed in an excel spreadsheet.

The SC believed that the CCAFS programme was well conceived and that the appointment of the theme leaders was done effectively. Members of the SC felt that they understood and valued the various themes of the CCAFS programme. They also commented that they had sufficient time to read the documents provided and prepare adequately for the meetings.

The Chairman of the SC was praised for his leadership and thanked for his commitment to the programme. It was noted that the Chairman has spent a very large amount of time in negotiating a range of matters on behalf of CCAFS with the CG players as well as the University of Copenhagen. The committee members felt that the Chair listened and engaged with all members of the committee.

The SC were very pleased with the extremely active role the Director had played in driving forward the agenda of CCAFS over the last few months. There was a good relationship between the Director and the Chairman of the SC as well as with the committee members. The SC wished to convey its thanks to the Director and the Secretariat.

The secretariat was requested to enquire from the CG secretariat as to how the SC should evaluate CCAFS in 2010. In addition the secretariat should obtain from the World Fish Centre the appraisal forms which they are using for its Board evaluations.

Decision:

- To agree that the CCAFS SC Chair and Director have been performing well during 2009
- To ask the Secretariat to approach the CG secretariat for guidance on the forms needed for the appraisal in order to facilitate easy and meaningful completion

16) Any other business

Since there was no other business, the Chair thanked all the participants and closed the meeting.

Thomas Rosswall
Chair

Bruce Campbell
Director

LIST OF PAPERS

CCAFS3/2.1.1 Annotated agenda

CCAFS3/2.2.1 Minutes of the 2nd CCAFS SC meeting

CCAFS3/4.1 Proposal for a CGIAR Program on Climate Change, Agriculture and Food Security

CCAFS3/4.2 Budget for the Proposal for a CGIAR Program on Climate Change, Agriculture and Food Security (did not arrive)

CCAFS3/5.1 SC candidates

CCAFS3/6.1 Draft CCAFS procurement policy and guidelines

CCAFS3/7.1 Proposed Objectives and Outputs for the CCAFS Conference

CCAFS3/8.1 World Bank/CIDA statement of funding

CCAFS3/8.2 Service agreement between UoC and ILRI on CIDA funds

CCAFS3/8.3 IFAD grant agreement

CCAFS3/8.4 Financial Statement 2009 and CCAFS3/8.5 Auditors report

CCAFS3/8.4a Audited Incomes and Expenditures 2009 (in accordance with the format of the CCAFS approved budget 2009)

CCAFS3/9.1 Workplans and associated budgets for 2010

CCAFS3/10.1 Budget for 2010 (revision of the previously approved 2010 budget)

CCAFS3/11.1.1 Platform Issue Paper No. 9 April 2010

CCAFS3/11.2.1 PECS overview

CCAFS3/12.1 Draft CCAFS communications strategy

CCAFS3/13.1 Draft capacity building strategy

CCAFS3/15.1 Governance checklist used in CGIAR PM system