

## 7th Program Planning and Management Committee Meeting, ILRI Nairobi, 11-12 September 2013

### Issue Brief

#### Decision-making and conflict resolution

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CGIAR is a global partnership that unites organizations engaged in research for a food secure future. The CGIAR Research Program on Livestock and Fish aims to increase the productivity of small-scale livestock and fish systems in sustainable ways, making meat, milk and fish more available and affordable across the developing world. The Program brings together four CGIAR Centers: the International Livestock Research Institute (ILRI) with a mandate on livestock; the WorldFish Center with a mandate on aquaculture; the International Center for Tropical Agriculture (CIAT), which works on forages; and the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants.

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## The issue

To date, decisions made by the PPMC have been determined by the CRP director, as Chair, as representing the general consensus of the members present (or responding to email) following discussion and a check for objections. Anticipating that the PPMC will deal with potentially more contentious issues going forward and may not always enjoy the degree of collegiality that currently exists within the committee, it is important to clarify the process for decision-making by the PPMC and the measures to be taken to resolve any eventual conflicts.

## Proposal

The following points of process are proposed:

- Decisions at PPMC meetings (or by email) shall normally be reached by consensus – i.e. the Chair stating general agreement on an issue after it has been discussed, with minor objections or concerns noted, but there being no major objections.
- In the absence of a consensus, the Chair shall, and at the request of any member, put the proposal to vote by show of hands: a simple majority of those members present casting an affirmative or negative vote decides the issue, with the Chair casting the deciding vote in case of a tie. Members who abstain from voting are considered as not voting. Any member may request a roll call or a secret ballot.
- Decisions made by email between PPMC meetings will be reported and minuted at the subsequent meeting.
- If one or more members find a majority decision of the PPMC unacceptable, the following steps will be followed:
  - The matter will be re-opened for discussion to explore compromise solutions, and a re-vote.
  - If the decision is still unacceptable to one or more members, the director and the objecting members will prepare an issue brief summarizing the arguments, to be presented to the ILRI DG for decision. The ILRI DG will meet with the director and objecting members to discuss the decision.
  - If the decision is still unacceptable to a member representing one of the partner institutions, the clauses regarding conflict resolution in the Program Partner Agreement will pertain.

An alternative process has been proposed for discussion:

- If one or more members find a majority decision of the PPMC unacceptable, the following steps will be followed:
  - The objecting members will request officially in writing to reopen the litigious decision, explaining their concerns. PPMC will review the request and agree to a way forward.