



Fund

## **Fund Council**

**8<sup>th</sup> Meeting (FC8)—Punta del Este, Uruguay**

**October 31 - November 1, 2012**

### **Consortium Report**

*Presented as Supplementary FC9 Documents*

*Submitted by:*  
*Consortium Office*



**CGIAR Consortium Report of Activities**  
**for the Eighth Fund Council Meeting in Punta del Este**  
*( since the seventh Fund Council Meeting)*

*Report submitted on October 11<sup>th</sup>, 2012*

**1. New Consortium CEO Appointment**

The appointment of a new CEO was one of the highest priorities set by the Consortium Board (CB) since the resignation of the former CEO in October 2011. After an intensive search process, the new CEO, Frank Rijsberman, was appointed in March 2012.

**2. New CB Members**

The Nominations and Evaluation Committee (NEC) has been working on the selection process of new Board members since December 2011. This process started with the renewal slate of the current Board members which was approved at the CB8 virtual meeting on May 23<sup>rd</sup>. The NEC suggested a selection process and proposed a group of 6 candidates at the last CB9 virtual meeting held on September 27<sup>th</sup>. The Board approved the process and expressed their preferences with regard to the candidates. A further process of consultation took place with the Centers and a final choice of two candidates was submitted to them for election. The election timetable will conclude by October 24<sup>th</sup>, before all the CGIAR meetings scheduled in Punta del Este take place.

**3. CGIAR Governance**

Over the last weeks, the top priority of the Consortium has been to unblocking the freezing of funds on Window 1 (W1) & Window 2 (W2) that the Fund Council (FC) has unilaterally decided as a result of IITA failed investment. Auspiciously, on September 27<sup>th</sup> the Consortium received a letter from the FC Chair expressing that the FC should be in a position to make an informed decision regarding the resumption of funding to all Centers (except IITA) by mid-October.

A critical step for the Consortium to solve this matter was to provide, on October 1<sup>st</sup>, comprehensive responses to the ten queries the FC Chair posed on her September 13<sup>th</sup> letter. This effort led to the revision of related CGIAR governance issues and the creation of the "Governance, Risk and Compliance Working Group". This Working Group (WG) was formalized by the CB on September 24<sup>th</sup> as a Board ad-hoc committee called the "Governance, Risk and Compliance Committee". The Charter of this Committee will be approved by the Board on the CB10 meeting in Punta del Este.

Building on the work done previously by the WG, the Governance Committee is organizing the CGIAR Consortium Governance Retreat which is to take place on December 8<sup>th</sup> and 9<sup>th</sup> in Washington DC. The purpose of such a retreat is for the CGIAR Consortium and its members to discuss the current system of governance in the CGIAR, the major functions demanded of the governance structure, the gaps and areas in need for improvement, and priorities and process to move towards solutions. Complementary, the Board will hold a special session on governance at its meeting in Punta del Este.

The Board has also approved a proposal to establish a single, centralized, IA function for the CGIAR, as well as another proposal for discussion and finalization with Centers by 2013 on the feasibility to engage a single accounting firm as the CGIAR Auditor. As consequence, the CO has prepared a draft Request for Proposal for the external governance review for discussion and feedback during meetings in Punta del Este.

#### **4. ICARDA situation**

The CGIAR meetings in Punta del Este will be an opportunity for ICARDA to update the CB and the FC on the recent developments regarding the current situation at ICARDA's headquarters in Aleppo, the contingency measures taken, and the medium and long-term strategic plan for further decentralization of the Center's activities through regional hubs that will build on ICARDA's existing Regional Programs. These plans will provide this Center the opportunity to emerge stronger, and to address the challenges facing sustainable agricultural development in the dryland systems. It will also provide information in the status of the Center's reserves.

These medium and long term strategic plans to be adopted by the Center will be discussed in the upcoming ICARDA Board Meetings to be held in Morocco on October 15<sup>th</sup> to 20<sup>th</sup>.

The CB will receive for its consideration the conclusions of the above-mentioned meeting.

#### **5. SRF Action Plan/Performance Management System**

The CGIAR Consortium has developed the SRF Action Plan for the further improvement of the CGIAR Research Programs (CRP) portfolio as an attractive set of investments with measurable outcomes towards impact as well as an explicit assessment of its value for money. Among the most important proposals in the Action Plan is a priority setting exercise at system and at CRP level that will result in agreed Intermediate Development Outcomes for each CRP.

The draft plan has benefitted from several rounds of feedback including e-feedback and e-consultation during which over 200 people downloaded the draft document over the month of September. The CB approved the draft Plan on September 27<sup>th</sup>, and a revised draft was submitted to GCARD2 and the Funders Forum on October 10<sup>th</sup> for discussion at the meetings in Punta del Este.

### **6. 2011 CRP's Progress Reports**

Five CRPs that operated for at least six months in 2011 prepared annual reports on that year, using the FC's approved experimental reporting templates. A working group (WG) of the science leaders and the Science team in the Consortium Office (CO) reviewed the reports and developed a CRP Portfolio Report. It is recognized that the CRPs are only just getting started and by and large do not have much to report yet as well as that improvements can be made in the reporting templates. The WG will propose revisions to the FC approved reporting templates that is based on the lessons learned in this first cycle.

In addition to 2011 substantive reports all operational CRP's reported financially in the prescribed financial format for the first 6 months of 2012. While reporting formats remain a work in progress, the Board requires that fundamental financial data, especially expenditures, are captured right from the start of the new CRP structure in the CGIAR.

### **7. Gender research**

Most of the CRPs have drafted their Gender Research Strategy, with support from the Senior Gender Expert in the CO, and submitted these to the CO for feedback. Six CRPs have now submitted a final draft for feedback and assessment of its relevance and quality. The feedback process is on-going, based on the assessment by experts external to the CGIAR. A noteworthy and very encouraging trend is that most of the CRPs have created new scientific positions in gender research and are now actively recruiting for these positions.

The CGIAR Gender and Agriculture Research Network was formed with experts in gender research from the CRPs and external to the CGIAR. It is chaired by the Senior Gender Expert in the CO. The network has met face to face twice and has contributed substantive inputs on measures and indicators of gender research outputs, outcomes and IDOs into the discussions of the WG of science leaders on CRP and portfolio level reporting. This is to ensure that the monitoring of gender research results at CRP and Consortium level is fully mainstreamed in the monitoring of CRP and portfolio level progress.

A one day meeting was organized in July in Paris by the CO Science team for those donors particularly interested in gender research, to update them on the state of advancement of the CRP gender Strategies

## 8. CGIAR partnerships

Continuing with the Consortium's efforts to enhance the effectiveness of partnerships across the CGIAR system, several related activities have been developed since March. Several contacts and visits to key partners were made during this period including CIRAD, EMBRAPA, and the New Zealand Institute for International Affairs.

Being a fundamental part of the SRF Action Plan, partnership and overall collaboration activities was one of the key issues intended to be advanced by the Consortium together with performance assessment. This includes the elaboration of a set of variables related to the achievement of the four CGIAR System Level Outcomes.

Based on the results of anecdotal evidence and previous studies, including the report of the WG 2 to the Change Steering Team of the CGIAR (The Future of Partnerships in the CGIAR) released in September 2008, it appears clear that there is a considerable gap between our self-perception and the perception of our partners concerning the nature and quality of our partnerships. In order to address this, the CO is implementing a Stakeholders' Perception Survey to establish a baseline of their perception of the CGIAR during the process of implementation of the new CRP structure for the future follow-up of the assessed variables.

The Stakeholders' Perception Survey initiative is already ongoing with the help of an Action Committee<sup>1</sup>, specially appointed to define and decide the most relevant issues of the survey, and GLOBESCAN, a specialized private company with and extensive experience surveying international organizations, including a similar survey for the CGIAR in 2006.

The Stakeholder Perceptions Survey, as such, will be officially launched to partners and other stakeholders during GCARD II in Punta del Este.

### CAADP- CGIAR Alignment

Regarding partnerships in Africa, the CGIAR Consortium is engaged in the Dublin Process, which is an initiative of CAADP countries, the CGIAR, and CAADP's Development Partners to deepen alignment and collaboration between Africa's agricultural research, extension, and education programs and the CGIAR research agenda.

---

<sup>1</sup> The action Committee is comprised of Kenton Dashiell (DDG Partnerships and Capacity Building, IITA), Fiona Chandler (Director Communications and Donor Relations, WorldFish Center), Graham Thiele (RTB Director), Sonja Vermeulen (CCFAS Head Of Research), Teunis Van Rheenen (Coordinator for Partnership in the Partnership, Impact Assessment and Capacity Strengthening Unit, IFPRI), Mark Holderness (GFAR Executive Director)

During the first semester of 2012, the CGIAR and CAADP have started a promising process of alignment with the basis of each country's investment plans. Two productivity workshops were held (Nairobi- Kenya, August 27<sup>th</sup> to 31<sup>st</sup>; and Saly- Senegal, September 4<sup>th</sup> to 6<sup>th</sup>) where delegations from eleven CAADP countries and representatives of all CRPs, including two of its Directors, had the opportunity to review and identify gaps and possible synergies existing between CAADP country Investment Plan and the CRP research agenda.

In addition, a planning and strategic workshop was celebrated in Dublin on September 17<sup>th</sup> to 19<sup>th</sup>. The most important result was a further agreement on the development of a comprehensive Science Agenda for African Agriculture, incorporating efforts at continental, regional and national levels, as well as linkages between agricultural research and development partners with stakeholders. CAADP leaders also confirmed that in coming months, the role, composition, and accountability of the Dublin Process Steering Committee will be formalized and the Committee will be transformed to become a Joint Action Group under CAADP.

#### CGIAR - FAO

The CGIAR Consortium and FAO have agreed on the content of a Memorandum of Understanding to be signed shortly by both institutions. The objective of which is to provide the basic framework for a strategic partnership between the Parties, building on the institutional strengths of both organizations, in order to increase the effectiveness and impact of their work.

### **9. Creation of Working Groups**

Recognizing that the CO does has limited staff and capacity, a model to actively engage the staff of the Consortium members in almost all areas of activity of the Consortium through WGs is being deployed widely. The Corporate Service Executives (CSE) has had an active and successful WG approach. The same approach has now been adopted for the science leader community and for the data and knowledge management community.

#### CSE WGs:

- i- re-draft of FG2 and FG5 policy documents in 2012
- ii- reserves and shared services WGs (the latter yet to commence but planned)
- iii- establishment of a human resources group and coordinated meetings with CSE, plus commissioning of the Consortium member centers' international staff salary survey
- iv- ongoing assistance to the DFCS for financial administration in the reform, including as a "sounding board" on high-level initiatives such as the annual financing plan and other operational initiatives

## Data & KM WGs:

Data & KM: started development of a coherent CG-wide Data and Knowledge Management vision and nested implementation plans. Five groups were created:

- i- develop CGIAR Open Access guidelines that translate the vision and the CGIAR Principles on the Management of Intellectual Assets into norms and standards for open access of information products; led by Piers Bocoock and Elise Perset – CGIAR Consortium
- ii- transition existing gene-banks and breeding efforts into open breeding platforms; led by Jean Marcel Ribaud, GCP and Dave Hoisington, ICRISAT
- iii- establish the architecture for open spatial data; led by Philip Thornton, CCAFS and Stanley Wood, IFPRI/CRP on Policy
- iv- create an open knowledge system; led by Luz Marina Alvarez, IFPRI and Thomas Zschocke, ICRAF
- v- and build an open research management system: led by Michael Marus, Consortium and Karen Brooks, CRP on Policy

## Science Leaders WGs:

- i- Progress Report WG. Chair Ravi Prabhu (ICRAF), achieved to date: production of the 2011 CRP Portfolio Progress Report (submitted to Fund Office). *Future focus*: agreeing a common nomenclature and using it in the revision of CRP and CRP Portfolio annual progress report templates, development of annual workplans complementary to the reporting requirements.
- ii- SRF Action Plan Development WG. Chair Patrick Dugan (AAS/ World Fish). *Focus*: Provide guidance on the development of IDOs/ CRP level prioritization in relation to system level prioritization, linking with a System Level WG which the CEO is developing with Science Leaders and the ISPC.
- iii- Performance Management System development WG. Chair Frank Rijsberman. *Focus*: Develop an appropriate methodology for implementing a payment system based on achievement of indicators and the development of an incentive scheme to reward over achievement.
- iv- Capacity Building WG. Chair Marco Woperis (AfricaRice). *Focus*: Still in its genesis this group will develop a co-ordinated approach to capacity building and will evolve into a network of capacity building leads.



## WG for the development of implementation guidelines for the CGIAR Principles on the Management of Intellectual Assets – led by Elise Perset:

A first draft was developed and discussed at the annual meeting of the Consortium Legal IP Network in July. This draft is currently being revised and completed and will be circulated for input to Centers and to donors by the end of the year

### **10. Communications**

Since the last FC meeting, several activities and products and services have been achieved in the ICT/KM arena.

- i. A Collaboration toolkit for all CRPs was developed and made available a toolkit to support collaboration among and within CRP teams
- ii. CGIAR.ORG: a new web platform representing the whole CGIAR and a new official CGIAR document repository were conceptualized, designed, developed and launched a new [cgiar.org](http://www.cgiar.org) - [www.cgiar.org](http://www.cgiar.org)
- iii. CGIAR branding guidelines developed and approved by the CB
- iv. Two new brochures were conceptualized and developed (one describing CGIAR and the other with stories of change)
- v. Developed a common CGIAR position to Rio (all Centers/programs approved it) <http://www.cgiar.org/consortium-news/cgiar-calls-for-action-at-rio20/>
- vi. Planet under Pressure: organized a common CGIAR presence at the Planet under Pressure event <http://www.cgiar.org/calendar-events/planet-under-pressure/>
- vii. ARDD: co-hosted with EMBRAPA the 4<sup>th</sup> Agriculture and Rural development day. With great collaboration from CCAFS, CGIAR Consortium joined the ARDD partnership to co-organize this important event. <http://www.cgiar.org/events/cgiar-at-rio20/>
- viii. Consortium took responsibility for organizing communications plan for GCARD II.

### **11. Consortium office activities**

Since the last FC meeting, the CO has developed various activities in diverse matters. Some of them are still works in progress, ideally to be completed in the following months.

- i. Management team off-site June 13<sup>th</sup> and 14<sup>th</sup>; prepared document on CO Products and Services; discussed draft with all CO staff and started consultation with members July 2<sup>nd</sup>.



- ii. French government aims to sign a HQ agreement for the Consortium late in 2012 or early in 2013 – earlier than expected – i.e. need to prepare for legal ‘separation’ from Bioversity in 2013.
- iii. Prepared 2013 Program of Work and Budget for Board approval on September 27<sup>th</sup> and to be submitted to the FC8
- iv. Prepared 2013 Financing Plan for Board approval of approach on September 27<sup>th</sup> and to be submitted to the FC8
- v. Organised workshops in Montpellier attended by staff from the CRPs and Centers on: in situ agrobiodiversity research; data and knowledge management and the SRF and the development of IDO’s

On the subject of Human Resources, the CO has taken the following actions:

- i. Recruited Director of Staff, Luis Solórzano, starts October 15<sup>th</sup>, 2012
- ii. Recruited Director, KM and Communications, Piers Bocock, starts October 22<sup>nd</sup>, 2012
- iii. Recruited Director, Finance and CS, Gerard O’Donoghue, starts January 7<sup>th</sup>, 2013
- iv. Will launch recruitment for Senior Scientific Officer to replace Andrew Ward who resigned on August 15<sup>th</sup> to re-unite with his family in Zambia