



Fund

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Consortium Report

(Working Document - For Discussion Only)

*Document presented for Agenda Item 3:
Consortium Report*

*Submitted by:
Consortium Office*



CGIAR Consortium Report of Activities

(since the last Fund Council Meeting in Rome, November 8-9, 2011)

Seventh Fund Council, 7 -8 March 2012, Seattle

1. Activities related to the Executive Committee and new CEO appointment.

The Executive Committee (Ex-Co) has been working with different aspects of the CGIAR Consortium agenda to ensure continuation of activities and timely implementation. Three members of the Ex-Co spent time at the Consortium headquarters in Montpellier working directly with Consortium Office staff from October to December 2011 in the absence of a Consortium CEO.

The CEO appointment has been a priority of the Consortium Board. An ad-hoc CEO Search and Selection Committee was appointed by the Consortium Board and started its activity on October 2011. This committee consists of the four members of the Executive Committee together with Pamela Anderson, as the representative of the Centres in the Consortium Board. The Committee is working with a recruitment firm to support the search and selection process. The selection process benefited at the initial stage, from the counsel of Centres on the Terms of Reference for the CEO role and for suggested nominations. After a challenging search in which the Committee reviewed over two hundred and fifty candidates, a long short-list of candidates was achieved. The CEO Search & Selection Committee selected four candidates, which were interviewed by the members of the Committee during the first weekend of February in Miami. After an in-depth discussion, two candidates were retained for the final phase of this process. In order to keep transparency and broader participation, the Consortium Board will be inviting these two candidates to make presentations in Montpellier during the joint CB, DGs and BOTs meeting on Tuesday, February 28. The objective is to make a final decision during the February CB meeting.

2. Consortium Board Committees

The Consortium Board continues working on the improvement of CGIAR Consortium Governance. As a result of the working of an ad hoc committee comprised of two members of the CB and two representatives of the Centres, the CB established four additional Committees (apart from the Executive Committee): Audit and Risk; Science, Program and Partnerships; Nominations and Evaluations; and Members Interest. Following the decisions of the Cali CB Meeting (7-9 September, 2011), the Ex-Co members drafted the Charters of the Committees submitting them on 20 January 2012 to the CB in its entirety for their comments. After a number of adjustments, the Charters of the five committees were finally approved by the Consortium Board on 30 January 2012.

The **Nominations and Evaluations committee** (NEC) comprised by Carl Haussmann, Ganesan Balachander, Ian Goldin, Paul Zuckerman- Centres 'Board Chair representative, and Robert Zeigler- Centres' representative, has been working on the Board evaluation. The purpose of the evaluation is to explore best practices of a highly effective board over time and with a standardized instrument. Instead of doing a board self-evaluation, the NEC agreed to allow Centres to participate in the Board evaluation

through one designated representative by Centre. This process is assisted by an external Board Evaluation firm. In this respect, two different survey questionnaires, one for the Board members and other for the member Centres, were designed and circulated by 15th January. The external firm will evaluate the response and sent a final report to the NEC by mid of March.

In addition to this board evaluation, the NEC is discussing the extension of the terms of Board Members beyond the initial 3 year period so that all of the members are not renewed at the same time. A renewal slate will be proposed by the NEC to the CB, which will be sent to the Centres since it needs the affirmative vote of 75 percent of the Centers. After the renewal slate is agreed upon the work of searching for candidates will begin, who will have the proper geographic, gender, professional background and skill diversity to complement the CB.

The goal is to have a CB succession plan in place by the next CB meeting in Punta del Este, together with an action plan to address the concerns that may come up from the board evaluation.

The **Audit and Risk Committee** (ARC) comprised by Lynn Haight and Tom Arnold has met once via teleconference since the last Board meeting. Topics discussed were the consolidation of cash balances since the handover by the Alliance, status of banking arrangements, current financial staff complement, updating the financial guidelines, status of CGIAR Internal Audit Unit (IAU) and staffing, 2010 Consortium Financial Result, 2011 Consortium budget and forecast, 2012 CGIAR System Units budgets, progress of the One Common System and the 2012 CRP Financial Plan. An authorization manual for the proposed CO and CB program of work and budget is required. A review of the Office internal control and financial reporting has been requested of Internal Audit. This review will also cover a routine examination of all expense reports of the board members and senior officers.

The Chair of the ARC together with the Finance and Corporate Services Director (FCSD) of the CO, and representatives from donors, FO and ISPC comprised the Peer Review Team, which was created to analyze and make recommendations to the FC of the 2012 Work Plans and Budgets of the Consortium, the Fund Office and the ISPC.

Since the last Board meeting, the **Members' Interest Committee** (MIC) comprised by Lynn Haight, Carl Hausmann, Sara Boettiger and Pamela Anderson has met twice via teleconference . The purpose of this committee is to provide a vehicle for discussion of issues arising between the Centres and the Board. The MIC has been discussing several topics such as systems costs evaluation and budgeting process, fundraising strategy, the Governance guidelines for the Board adopted in Cali September 2011, CRP harmonisation needed in 2012, CRP evaluations including the proposed Independent Evaluation Arrangement, and the member centres' involvement in the Board evaluation. The MIC has also developed and sent a questionnaire to all Centres to analyze the different approaches used in the CRP governance and management structures.

Meetings for all committees have been scheduled to be held during the seventh CB meeting in Montpellier.

3. Resource Mobilization

The Consortium Board is collaborating with the FC in establishing a CGIAR resource mobilization strategy. An update on the development of the Resource Mobilization Strategy will be presented at the next CB meeting by the Executive Secretary of the Fund office. The Consortium Board hopes that the CGIAR Resource Mobilization Strategy will be approved in the upcoming Fund Council. After the approval of the strategy, an action plan will be agreed for 2012 that will include missions to different potential new donors as well as current donors, among other initiatives. Some of the missions will be undertaken together by the Chairs of the FC and CB as it was done in 2011.

4. International Organization Status

The Consortium Board has the pleasure to announce that Denmark will sign the Agreement establishing the Consortium as an international organization on Friday 2nd March. With the signature of Denmark, whose Government does not require parliamentary ratification, the Consortium will acquire International Organization status.

The Consortium has also been advocating the need for a prompt and widest possible number of signatures, as a reflection of the broad support for the CGIAR from all countries participating in the CGIAR System. All members of the Fund Council were invited to sign this Agreement and the Consortium Office is working closely with the FO to attain this objective.

5. Outreach activities.

The Consortium has been promoting and participating in different outreach activities. In this respect, the Consortium signed a **Memorandum of Understanding (MOU) with the Swedish International Water Institute** on 30th November, 2011. This MOU concerns collaboration on water management issues, which includes the organisation of a yearly international conference in which IWMI and the Water and Food Challenge Programme have been involved for a few years. The MOU states the strong support of the CB for these activities.

There are two other important MOUs promoted by the Consortium, one with **AWARD** and the other one with the **Gender and Diversity (G&D) Program**. Both are being finalised at this moment. The MOU with G&D focuses on how intellectual assets of G&D are going to be maintained and passed on to the Consortium in the second part of 2012. The MOU with AWARD stipulates that AWARD, an independent programme, is a preferred provider of some services for the Consortium and the CRPs. Interested CRPs will have more specific letters of agreement with AWARD under this umbrella MOU.

The CB Chair and 2 Centers' Director Generals made presentations on the developments of the CGIAR Reform process in the celebration of the **CGIAR 40th Anniversary** (December 2nd, Rome) promoted by FAO and IFAD. It was another opportunity for the CB Chair for advocating the CGIAR reform to a wider FAO member audience (FAO Council Members and FAO Permanent Representatives), among other participants.

Additionally, and to support the work and partnership underway with development and African partners, two Consortium Board Members are participating in the meetings of the Steering Committee working on joint **Comprehensive Africa Agriculture Development Programme (CAADP)**-CGIAR agenda. The agenda includes several regional workshops and other initiatives. A MOU between the Consortium and the African Union is expected to be signed soon, whose main objective is to facilitate a strategic partnership within CRPs' framework, that supports a robust African science agenda in the agricultural and natural resources sectors in general, and around the CAADP implementation agenda in particular.

6. Consortium Office Activities

The Consortium Office has been dealing with several issues across the system. A Consortium working group¹ was formed to work on and negotiate a new draft of the **CGIAR Intellectual Assets Principles** with donors. This group worked closely with a Fund Council (FC) Donor working group made up of representatives from the WB, USAID, BMGF, EIARD, FAO, Japan, Australia and CIDA. There were intense and numerous discussions, a face-to-face meeting in Rome last November, and a very high number of iterations of the document. A draft was agreed to and circulated for review by the CB, all Centers and donors on January 27. The document is being adjusted on the basis of the feedback received until February 17, which is the deadline to submit it to the Consortium Board and Fund Council meetings. This document will have to be formally approved by both the CB and the FC to become part of the COF.

After a thorough examination, the CB approved the **Consortium level monitoring principles** proposed by the CO last November. Following this approval, the CO started to work on the draft of the chapter on **harmonised reporting for the Common Operational Framework**. The draft chapter contains reporting templates expected to meet the requirements of donors and also respect the Consortium level monitoring Principles. In order to receive formal endorsement of the draft chapter of the Common Operational Framework, the CO has held many discussions with a group of interested donors. The CO also formed a working group² of four CRP directors to obtain the perspective of different kinds of CRPs on what can be feasibly reported (and what cannot) on an annual basis. The working group has been providing inputs to the CO for their discussions with donors on their requirements for reporting and associated amendments in the 'templates' for annual reporting. Three teleconferences with donors have taken place so far. Taking into account donors' requests and inputs from the working group, the CO has drafted and re-drafted the chapter on harmonized reporting for the COF that contains these templates. After the third teleconference, the draft will be sent by the Fund Office to the CB, Centres and CRPs and all donors, for comments. The chapter will also have to be formally approved by both the CB and the FC to become part of the COF.

In line with the identified gaps in the current portfolio of CRPs raised by the scoping study on genetic resources, the Consortium asked CRP 1.1 to design an in situ agrobiodiversity management component

¹ The working group consists of Ganesan Balachander (CB member), Sara Boettiger (CIMMYT Board Chair), Emile Frison (Bioversity DG), Bryan Harvey (IITA Board Chair), Bob Zeigler (IRRI DG) and Elise Perset (CO staff)

² The working group (advisory) consists of: Achim Doberman, director of GRIISP (biggest and longest going crop improvement CRP), Bruce Campbell, director of the climate change CRP (longest going natural resources management CRP), Patrick Dugan director of the aquatic system CRP (smallest of the CRPs, and a system level one) and Mark Rosegrant director of the policies, institutions and markets CRP (social science CRP)

as it was informed in the last FC meeting. Centres involved in CRP 1.1 submitted a revised proposal for a new **Strategic Research Theme on in situ management of agrobiodiversity** following some iteration. The Consortium reviewed the submission and concluded that with some minor amendments it was ready for review by ISPC in order to obtain further comments that CRP 1.1. can take on board during its current inception phase, along with other comments received from donors.

The CO has also been working very closely with the **Global Crop Diversity Trust** to address a request from the FC that a sustainable mechanism be proposed to the FC by the Consortium to support the gene banks of the system. As a result, a proposal has been prepared and circulated to all Centres. The collaboration with the Crop Trust will also include the design and implementation of a **genetic resources information system** that will include all relevant CRPs and the facilitation of an **expert network concerning emerging strategic genetic resources issues**.

The CB has approved the **Consortium level Gender Strategy** last November. The strategy is now going to be discussed with interested donors. The CO and the Fund Office will jointly organise a consultation on the document, for interested donors. As part of the Strategy, the CB has approved the recruitment of a Senior Gender Advisor, who started to work on December 1st, on a consultancy basis. The main functions of this position are to facilitate mainstreaming of gender research in all the CRPs within six months of their implementation. A preliminary meeting of scientists undertaking research on gender in some CRPs has been called by the Gender Advisor just before the **Global Conference on Women in Agriculture** organised by APAARI in New Delhi in early March, of which the CGIAR is a co-sponsor. A Network of experts in gender research from the CRPs has also been launched; it is chaired by the Gender Advisor and will also include external experts in gender research.

The CO organized various meetings, in Montpellier, with CRP and centre representatives, to identify opportunities across the CRP portfolio to steer interactions towards increased effectiveness, efficiency, relevance and innovation in a coordinated and harmonized manner.

Following the Science Leaders' meetings and the Centers' Intellectual Property Specialist meeting held in September and October 2011 respectively, which were already reported at the last Fund Council Meeting, a finance working group meeting was organized in the Headquarter for reporting and accounting issues in CRP, and to progress with the OCS concept at the beginning of December. Important advances were reached concerning technical matters such as accounting policy in the new CRP environment, discussions on next steps for the 2012 financing plan, and financial reporting templates, among other things. To ensure appropriate coordination, there was a series of teleconference calls with the DFID representative to the Fund Council during the meeting, who participated in several of the technical discussions.

The Consortium has very high expectations for the next **GCARD meeting** to be held in Punta del Este, Uruguay. The Chief Scientific Officer, together with a Centre's Director General are members of the Organization Committee. The programme of the meeting is still under discussion, as is the budget requested by GFAR from the Fund Council for this meeting. The CB has provided specific comments on both the budget requested and the draft programme to the Chair of the organising committee.

After the approval of the 2012 Program of Work and Budget and following the requirement of the FC, the CO submitted to the Fund Office an annotated activity level budget for 2012.

The CO, in consultation with the CB Ex-Co, has finalized the documentation **2012 CRP financing plan** for submission to the CB to be approved at the Montpellier CB meeting. This requires coordination with all CG centers and their feedback on proposed methodology and first-cut results of largely mechanical adjustments to fit 2012 CRP window 1-2 requests to FUND resources. It is also finalizing **stability financing model and results for 2011** and coordinate outcome with the CB, the Fund Office and Trustee. This document will be presented at the February CB Meeting.

The new **CGIAR branding guidelines** has been developed collectively by the CO with the support of CGIAR Communicators. The proposal will be presented for endorsement and application across the CGIAR in the forthcoming CB meeting in Montpellier. It is the result of a consultative process which involved consultations, teleconferences and surveys. The purpose of these guidelines is to strength a unified and consistent branding to send out a strong message that the CGIAR effort is collective and cohesive.

The redesign of **CGIAR institutional website (cgiar.org)** is ongoing and its official launch is planned to take place in occasion of Rio +20 meeting to be held in June of this year. The project is carried out in close cooperation with the Fund Office which has a document management role to contribute and support the new document repository. Considering the high visibility of this project, an advisory group has been set up composed mainly of Centers/CRPs communicators.

Efforts are being made to pursue collective, cohesive messages with major campaigns, in order to achieve greater influence and impact. The plans leading to **Rio+20** will be presented at the current CB meeting, which includes an Action Plan and the activities developed by the Organizing Committee created for this purpose.

On 9 January 2012, representatives of the Region du Languedoc and Agropolis with the CO Office Manager, on behalf of the Consortium, officially selected the architect for the construction of the **CGIAR Consortium building**. A call for tender launched last year attracted over forty applicants, out of which five were requested to submit an initial project. The selected project of the building will be modern, light, user friendly and above all will reflect the CGIAR roles and spirit as it will be environmentally friendly and energy efficient. The objective is to have the new headquarters building finished by the end of 2013.

It is felt that the significant progress on the reform process, reported since the last Fund Council meeting, has been on-going. After the CEO resignation, the CB was able to ensure a smooth and efficient transition through its Ex-Co assuming all functions and responsibilities implied in the conduct of the CO. Due to this prompt response, the CGIAR work has not suffered any disruption.

Among the *inter-alia* developments, to be highlighted since the last Fund Council Meeting, are: progress achieved towards the acquisition of International Organization status; work of the CEO Search & Selection Committee reaching the final phase of the process; creation of four important CB Committees with the purposes of improving communications, transparency and governance within the CGIAR; approval by the CB of the whole CRP portfolio and submission to the FC; significant progress on the Intellectual Property Principles and Monitoring Principles; submission of a Proposal for Managing and Sustaining CGIAR-held collections of Plant Genetic Resources; progress seen towards an effective

implementation of a gender strategy all across the approved CRPs and the participation of the Consortium in high-level meetings related to agricultural research and development, resources management and food security. In all those areas, the support of the FC and FO has been highly appreciated.