



Summary of the Consortium Board 11 virtual meeting

March 5, 2013 (3pm to 5pm, MPL time)

Board Members Present: Carlos Pérez del Castillo (Consortium Board Chair and EX-CO Chair), Carl Hausmann (Consortium Board Vice Chair and NEC Chair), Agnes Mwang'ombe, Marion Guillou, Lynn Haight (Chair of ARC, GRCC and MIC), Ganesan Balachander (SPPC Chair), Mohamed Ait-Kadi, Martin Kropff and Frank Rijsberman (Consortium CEO).

Also were present: Shenggen Fan (observer, Centers' representative), Alan Tollervey (observer, Fund Council's representative), Jonathan Wadsworth (Fund Council Executive Secretary) and Daniela Alfaro (Consortium Board Secretary),

Apologies: Gebisa Ejeta

1. Introduction by the CB Chair

The CB Chair welcomed Marion Guillou and Martin Kropff as new Consortium Board (CB) members. He expressed that a fruitful Executive Committee (EX-CO) meeting was held during one day and a half in the Consortium Office where EX-CO members had the opportunity to interact and discuss with the leadership team on the topics that will be informed the board during this meeting. He highlighted:

- The role and importance of the Ex-Co. Even now that fortunately, the management role is no longer one for the Ex-Co to exert, good governance implies being informed, prepared, and coordinated to interact with the CG community, international organizations, NGOs, donors and the press.
- Good progress was made since the last CB meeting, including the first stone-laying ceremony of the Consortium Office (CO) Headquarters (HQs), followed by the Signature of HQ agreements going now to the French Parliament for ratification.
- Progress was made on developing partnerships through the signature of 7 new MOUs (African Union Commission for CAADP process, FAO, NNSF- China, CIRAD, IRD, Ag. Foundation, and Agreeium). In addition, a Declaration of intention was signed with INRA.
- Governance review is moving forward but accountability and decision-making process are not clear enough. The CB Chair looks forward to the consultant's report of Phase 2 of the Governance review.
- Key challenges in 2013 will center on performance, accountability and partnerships.
- Multiyear commitments from donors and a new phase of CRP proposals reference for Agricultural Research for Development (ARD) with all its implications, institutionally, programmatically, financially, and politically are key outcomes of the reform in the medium term.

Two specific requirements were asked to the CO by the board for the next CB meeting: (i) the financial implications to the Consortium Office of detaching from Bioversity once the legal autonomy of the Office is achieved and (ii) a mapping of CRPs research partners.



2. General Review by the Committees' Chairs

The NEC Chair indicated that agenda of the March 3rd meeting in Paris was comprised of two items: (i) searching of three new members to be onboard by 2014. The committee expects to have a proposal by CB12 meeting in June 2013, then 6 or 7 candidates to be presented in CB13 (October 2-3, 2013) for approval by Centers in November 2013, and ready to start in 2014. (ii) CB evaluation. NEC proposed to have a Board self-evaluation every two years. In August 2013, a proposed questionnaire will be circulated to Board members and should be completed by CB13.

The SPPC Chair indicated that in its last teleconference held on February 26th, the committee discussed the importance and priority of the three-system CRPs in the CGIAR reform, among other items. The Committee's suggestion to schedule a meeting/brainstorming session together with the next CB meeting in Montpellier with the three CRP Directors was noted. CGIAR Consortium Chief Science Officer will follow-up and discuss this proposal with the Directors at the ISPC meeting in Cali. As indicated by the SPPC Chair, CB member Gebisa Ejeta emphasized his commitment to support this programmatic area (System CRPs) before his Board membership expires at the end of 2013.

The ARC and MIC Chair indicated that both committees would be meeting towards the end of March and early April.

3. CGIAR governance review

The Chair of the CB's Governance, Risk and Compliance Committee (GRCC) reminded that the report of Phase 1 of the CGIAR governance review was submitted to the CO on February 18. The objective of Phase 1 of the Review was to conduct a preliminary review and assessment of the governance structures and controls in place across CGIAR, including an early risk assessment for each Center of the issues highlighted by the IITA failed investment.

The Review's Reference Committee and the Consortium Board's GRCC were pleased with the report, as reported by the Chair of the GRCC. In particular with the report's assessment that Center boards are mature and well established and have ordered governance arrangements (including policies required for effective performance, established committee structures, appropriate nominations procedures, etc).

With regard to the specific issue of investments, the report provided reassurance that, *"even though there is scope for further improvements in investment policies and practices, based on the work performed, [the Consultants] did not find any examples of practices or investments at either Board or senior management level in any of the Centers that are similar to those which had given rise or could give rise to failed investments such as in the past incident with IITA"*.

The report includes a number of findings and recommendations which were well received by both the Reference Committee and the Consortium Board's GRCC. The recommendations are divided into those requiring, in the view of the consultants, early adoption, and those needing further analysis during Phase 2 of the Review. The Ex-Co reviewed each recommendation proposed for early adoption, most of which the GRCC believed were not contentious as a number of which are already being carried out by the Centers. It is therefore simply a matter of filling the gaps. The CO will also move forward on a number of the recommendations suggested by the consultants throughout 11 actions detailed by the GRCC Chair during the meeting.



The implementation of Phase 1 will be drafted by the CO and put forward to the Board for their approval on a no-objection basis. (see attachment: Implementation of Phase 1 CGIAR Governance review, dated March 12th, 2013)

The CB agreed to present in written form the recommendations and actions for the implementation of Phase 1 of the CGIAR Governance to be approved virtually on a no-objection basis by the Board shortly.

4. SRF Action Plan: CRP/System IDOs Performance Management Scheme

The CEO informed Board about the 2013 work plan of the CGIAR Prioritization process which is developed at the system and CRP level. Two working groups were created for this purpose and four Workshops will be held until the CB 12 meeting:

Date	Venue	CO with:	Purpose
March 23-26	CIAT/Cali	ISPC and CRP leaders	Discussion on refining CRP IDOs
April 13	Food Secure Futures Conference/Dublin	CRPs (PIM, CCAFS, RTB and WLE), and African Partners (CAADP process)	Consultation engagements with African stakeholders
April 24	WAAP/ Freetown, Sierra Leone	CORAF countries, CRPs	Consultation engagements with African stakeholders
April 26	FC9/ New Delhi	FC members, CRPs, and key partners	Donor engagement to discuss priorities and metrics at the system level

He noted that FC9 will be an exploratory discussion on how to set targets and priorities at the system level. The consultation process will be completed during April- July to finalize the IDOs for submission to the Consortium Board by September 2013. With this approval, the SRF Management Update would be submitted to the FC10 in November.

The CEO also proposed ten recommendations (also detailed in the CEO report for CB11 on March 5th, for the next round of CRP proposals- 2015-2017). Considering a CRP cycle of 9 years with 3 phases, decisions are due by October/November of 2013 in order to provide guidelines to the CRPs by end of 2013, writing the proposal in 2014 and starting in 2015. One of the CEO’s recommendations is to harmonize (or synchronize) end dates of the current CRP contracts to December 31st, 2014.

CB members posed several questions on the implication of this proposal. The CEO replied that for several CRPs ending mid-2014 it would most likely mean they would be granted a 6-month “no-cost-extension” (as they are under budget anyway). For several others ending after the proposed end date, it would mean they would need to accept a shortened (Phase 1) contract and a new (Phase 2) contract starting 1 January 2015



The CB agreed to present a proposal on this matter including a timetable of actions for defining the new phase of the CRPs cycle to be approved virtually on a no-objection basis before April 1, as a recommendation to the FC meeting end of April. (See attachment: Harmonization or Synchronization of CRP contract end / start dates dated March 12th 2013)

5. CRP portfolio and gender update

All CRPs have now been implemented for more than 6 months. The CRP on Dryland system submitted recently (Jan 2013) a revised proposal and response to the “Must Haves” raised by ISPC, and the summary of the Inception Phase Report. This CRP received \$ 10 million for its inception phase. If ISPC considers them satisfactory, the FC will disburse the rest of the funding to this CRP.

The CEO reminded that by February 15 they had submitted their program of work and budget to the CO, and they will submit their annual report for 2012 activities around April 10.

The reporting templates used for the 2012 annual reports are currently under discussion with donors within a WG created for this purpose with 7 donors and the science leaders. The WG held a meeting in Paris for this purpose. USAID is the main donor requesting specific indicators to be shown in the progress report.

It was noted as a positive outcome that by March 5th, donors will approve the amended templates, hence allowing CRP reports to be completed by April 8th, with the overall report to be completed by May 31st.

He also informed that the CO submitted to the FO the proposal for a Gender Performance Scheme. The CO worked in closed collaboration with the FO to agree on a format (and its supportive documents) that the FO considers can be submitted to the FC for approval on a no objection basis by March 5th. There are 12 CRP gender strategies, 6 formally approved and others iterating.

6. Knowledge Management and Communication

The Communications Strategy will be provided to the Board prior to the June Board meeting. Strategies for Communications, Knowledge Management, and ICT are all due to be completed by May. It was recognized that the Communications Strategy is of interest to the Board. The strategies are being developed in close collaboration with communication Heads, Knowledge Management Leaders, and ICT Managers across the Consortium. The Director of Communications is also working with Pamela Anderson (internal communications) and Nigel Poole (external communications) to ensure that the plans are appropriately shared with Center Board Chairs and DGs.

A small WG is also working on the Open Access Policy. Once the draft is completed, it will be reviewed by a number of networks who will be providing input, feedback, concerns, and topics for specific guidelines to be developed. The Director also informed on the status of a survey on CGIAR Branding awareness.



The CEO concluded that the following documents are expected to be received by CB 12 in June for its approval:

- Communication Strategy
- Open Access Policy v. 1.0(accompanied by an outline of key topics for Open Access guidelines and roadmap for implementation)
- Report on challenges, lessons learned, and recommendations for the next version of CGIAR branding guidelines
- 2012 Annual Report

7. Financial Update

The CEO updated Board on the 2012 CGIAR Financial Report. The total revenue excluding system costs and challenge programs was \$872 million (m) in 2012 compared to \$718 m in 2011 and \$667 m in 2010. This represents an increase of 21% in 2012 over 2011. No center reported an operating deficit before exceptional items. The total aggregated surplus reported is \$32 m.

He also informed that while the overall funding to the CGIAR has grown substantially, the core funding (W1+W2) has grown even faster, and its share has grown from 31% in 2009 (before the reform) to 37% in 2013.

The timeline of the key financial reports were also informed to the Board by the CEO:

- Audited CO 2012 Finance Report: March 31, 2013
- 2013 CGIAR Financial Plan: February 12, 2013
- 2012 CGIAR Financial Report: May 31, 2013
- Draft 2014 CGIAR Financial Plan: November 30, 2013
- CRP reporting: Quarterly cash flow and 6 monthly expenditure reports

The centers' representative suggested receiving the 2014 CGIAR Financial Plan as early as possible to facilitate the elaboration of Centers' budget for that year, and support of the full carry-over of surplus to the use or buildup of reserves.

According to the Birches Group 2012 report on Compensation and Benefits Study, the CEO noted that CGIAR IRS staff does not receive above-average compensations in reference to the international organizations surveyed for this study.

8. Update on share services and CGIAR HQ Agreements

The CEO updated on the progress on the One Corporate System Project (OCS), noting that on April 1st, the CO will take over the chair the OCS Steering Committee. Addis/Ethiopia and Dhaka/Bangladesh have been suggested by Centers to explore a CG-wide host country agreement and, shared location and services in-situ since that CGIAR is significantly present in both countries with high concentration of CRP sites and interests.



9. AOB

Two agenda items were added to the CB11 agenda as proposed by the CEO, being to guarantee / pre-finance the expected EC contribution of EUR6.1 M to the Generation Challenge Program through W1; and to increase from 35 to 50% the share of W1-2 in the approved budget of the CRP on Livestock and Fish. Both decisions were approved by the Consortium Board and submitted to the Fund Office for their consideration.