

The Charter of the CGIAR System

Adopted by the CGIAR at its Annual General Meeting in 2004, the current text includes revisions approved in 2006 and 2007.

March 2007

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DEFINITIONS

1. **Alliance of the CGIAR Centers (the Alliance):** A coalition of the Centers supported by the CGIAR, established to strengthen and guide the collective work of the Centers. Chairs of the Boards of Trustees of the Centers serve as the Alliance Board, and directors general as the Alliance Executive. The Alliance Office, headed by the Chief Alliance Officer, supports the work of the Alliance and is part of the System Office.
2. **Annual General Meeting (AGM):** The meeting organized once a year by the CGIAR to discuss strategic issues relevant to its work, take business decisions and review the implementation of previous business decisions.
3. **Centers:** The 15 international agricultural research Centers are the operational arm of the System and carry out a research agenda approved by the CGIAR. They are supported financially by Members of the CGIAR and other interested donors.
4. **CGIAR (the Group):** The Consultative Group on International Agricultural Research (CGIAR), created in 1971, is an informal association of independent public and private sector Members from South and North, with the Food and Agriculture Organization of the United Nations (FAO), International Bank for Reconstruction and Development (World Bank), International Fund for Agricultural Development (IFAD) and United Nations Development Programme (UNDP) as Cosponsors. The CGIAR provides 15 international agricultural research Centers with strategic guidance and financial assistance.
5. **CGIAR Chair (the Chair):** The Chair of the CGIAR, usually a Vice President of the World Bank, is nominated to lead the CGIAR by the President of the World Bank and endorsed by the CGIAR.
6. **CGIAR Director (the Director):** The Director of the CGIAR is selected through an international search process, functions as Chief Executive Officer of the CGIAR and heads the CGIAR Secretariat.
7. **CGIAR Cosponsors (Cosponsors):** FAO, IFAD, UNDP and World Bank.
8. **CGIAR Members:** All countries and institutions who participated in the first meeting of the CGIAR as Cosponsors or Members, or have since been admitted to the CGIAR as Members.

9. **CGIAR Member-Observers:** At the beginning of each calendar year, the status of any CGIAR Member that has not paid its minimum contribution for the previous 2 calendar years changes to Member-Observer.
10. **CGIAR System (the System):** A regularly interacting and interdependent network of independent institutions that form a complex whole and are committed to a common cause. The primary institutions in the System are the Consultative Group, an independent Science Council and the international agricultural research Centers. These three components are supported by the Executive Council of the System, a broad range of partners, various standing committees and the System Office. Components of the CGIAR System collaborate to support and carry out agricultural research of the highest quality to ensure that agricultural science and technology contribute significantly to sustainable development.
11. **Closed Session:** A session of a Business Meeting called by the CGIAR Chair after broad consultation to consider a specific issue or issues. Participants are CGIAR Members, the CGIAR Chair, the CGIAR Director, a representative of the Alliance, the Science Council chair, the GFAR chair, and chairs of the partnership committees. No observers shall be present unless invited by the CGIAR Chair.
12. **Executive Council (ExCo):** A subsidiary body of the CGIAR, consisting of shareholders and stakeholders, that acts on behalf of the CGIAR between Annual General Meetings.
13. **members:** members of CGIAR System components, other than the Group itself.
14. **NARS:** National agricultural research systems, including academia, public and private sector institutions, and civil society organizations.
15. **Observer:** A representative of a country; international, regional or national agricultural research institution; or civil society organization who is invited to observe the proceedings of a CGIAR meeting and, at the invitation of the Chair, may address the meeting but shall not participate in decision making.
16. **Participant:** Participants in the CGIAR Business Meeting who take part fully in discussions and, if decisions are required, in making them. Participants in the Stakeholder Meeting take part fully in discussions but not in decisions.
17. **Partners:** Groups that work in partnership with the CGIAR to ensure that their perspectives are reflected in CGIAR discussions.
18. **Science Council (SC):** The science-advisory organ of the CGIAR, whose primary responsibility is to enhance and promote the quality, relevance and impact of science in the CGIAR.

19. **Science Council Chair (SC Chair):** An internationally recognized expert on science and development, selected through an international search process, who leads the Science Council.
20. **Session:** A period or segment of a meeting.
21. **Shareholders:** All CGIAR Members (countries and institutions) that make at least the regular minimum annual financial contribution.
22. **Stakeholders:** The broadest group of individuals and organizations involved or interested in agricultural research for development.
23. **System Office:** A virtual office that comprises and integrates the activities of the central service units of the CGIAR System.

PREAMBLE

The founders of the Consultative Group on International Agricultural Research (CGIAR) had a vision of agriculture and agricultural research enabling the world's poor to begin their escape from poverty.

Science-based agricultural technologies have increased incomes for small farmers and helped to reduce poverty and create food security by making food more available and accessible. They have enabled the preservation of millions of hectares of forest and grassland, thus conserving biodiversity and reducing carbon releases into the atmosphere.

Despite considerable progress, the fundamental importance of agriculture remains unchanged. Three of every four poor people in the developing world — 900 million in all — live in rural areas and depend directly or indirectly on agriculture for their livelihoods. Agriculture is the single most important sector in the economies of most low-income countries, accounting for one-fourth to one-half of gross domestic product. Hence, agriculture and rural development remain decisive, as the World Summit on Sustainable Development confirmed in September 2002.

Today's CGIAR remains faithful to the vision of its founders. It is a global community of institutions and people working in partnership with national agricultural research systems. It responds to the high-priority needs of the present while, at the same time, nurturing the competence and imagination to wrestle with the needs of tomorrow. It combines the best in science with a commitment to development. It contributes to sustainable and poverty-reducing development through productivity gains, improved policies and institutions, and ecological responsibility. It mobilizes funds to support research for development on behalf of the poor and vulnerable.

The future relevance and impact of the CGIAR, and the extent of support on which it can continue to rely, will depend on how effectively it deploys these capacities and how nimbly it reaches decisions. An essential objective of the CGIAR reform program launched in May 2001 is to ensure that the CGIAR captures and is fully characterized by all the assets of a modern institution: accountability, agility, efficiency, effectiveness, responsiveness and transparency.

The formulation of a Charter that encourages consistency and efficiency in the CGIAR System contributes to the fulfillment of that objective. This Charter was approved by CGIAR Members on 28 October 2004. It is not legally binding, nor does it impose any legal liability on CGIAR Members or other components of the CGIAR System.

SECTION I. INTRODUCTION

1. The Consultative Group on International Agricultural Research (CGIAR) is an informal association of 64¹ public and private sector CGIAR Members, from the South and North, committed to mobilizing international agricultural research supporting the sustainable development of agriculture (crops and livestock), natural resource management, fisheries and forestry in developing countries.
2. A loosely connected network of several components forms the CGIAR System. The pillars of the CGIAR System are
 - (a) the Consultative Group, its Executive Council and partners;
 - (b) the Science Council, which helps to maintain the high quality of science in the CGIAR System; and
 - (c) the independent international agricultural research Centers supported by the CGIAR, and Center committees.These are supported by the CGIAR System Office, which has a pivotal role in the integration and administration of the System.
3. Each part of the System performs a distinct set of functions based on its roles, responsibilities, competencies and interests. These functions are mutually supportive and complementary, as the components are interdependent and the whole is far greater than the sum of the parts, thereby providing the CGIAR with its systemic character. The CGIAR System collaborates in research and research-related activities with many partners to support and carry out agricultural research of the highest quality and so ensure that agricultural science and technology contribute significantly to sustainable development.
4. The CGIAR fulfills its commitment primarily by formulating a research agenda to be carried out through a network of international agricultural research Centers (see paras 101-109). Decisions on research policy are made, and research programs are carried out, in consultation and collaboration with many partners in the global agricultural research system.
5. The Food and Agriculture Organization of the United Nations (FAO), International Bank for Reconstruction and Development (World Bank), International Fund for Agricultural Development (IFAD), and the United Nations Development Programme (UNDP) are Cosponsors of the CGIAR.
6. The three initial Cosponsors (FAO, UNDP and World Bank) provided strong leadership in the effort to create an instrument to harness support for international agricultural research. Their goal, and that of the other founders of the CGIAR,

1 As of February 2007. For a list of Members see Attachment 2.

was to extend the benefits of international agricultural research beyond Asia, where unprecedented harvests from new varieties of rice and wheat overcame the threat of famine in the late 1960s.

7. The first formal meeting of the CGIAR was held on 19 May 1971. Richard H. Demuth, then director of the World Bank's Development Services Department, presided. The World Bank has since continued to provide the CGIAR with its Chair, Director and Secretariat, as well as serve as the anchor of its finances.
8. In addition to the initial Cosponsors, other founding Members of the CGIAR were (in alphabetical order) African Development Bank, Canada, Denmark, Ford Foundation, France, Federal Republic of Germany, InterAmerican Development Bank, International Development Research Centre, Kellogg Foundation, Netherlands, Norway, Rockefeller Foundation, Sweden, United Kingdom and United States of America.
9. Initially, the CGIAR supported four existing international agricultural research Centers previously established by the Ford and Rockefeller foundations: International Center for Tropical Agriculture (CIAT by its Spanish abbreviation) in Colombia, International Maize and Wheat Improvement Center (CIMMYT by its Spanish abbreviation) in Mexico, International Institute of Tropical Agriculture (IITA) in Nigeria, and International Rice Research Institute (IRRI) in the Philippines. In the intervening years, membership of the Group has increased, the number of Centers² has grown, and their research activities have diversified to include ecology and policy.
10. The CGIAR was established to serve both as a mechanism for coordinating donor policies and actions and as an informal forum for discussion. In keeping with its informal character, the CGIAR was founded initially without a charter, rules of procedure, or conditions or procedures for membership. The founding Members felt that decision making by vote would be too formal and decided, instead, to reach decisions by consensus. As the Group grew larger, the activities supported by the CGIAR expanded, and the research undertaken became more complex, the need for structure and consistency became apparent, leading several units of the CGIAR System to adopt guidelines, terms of reference and rules of procedure. The most recent effort to define rules of procedure and requisite guidelines was in connection with the CGIAR reform program launched in 2001.³
11. With the reform program serving as a backdrop, the CGIAR noted the need for a comprehensive and uniform approach to conducting its business and adopted this Charter of the CGIAR System in October 2004.

2 For a full list of Centers supported by the CGIAR, see Attachment 3.

3 Reform program documents are available in the CGIAR Core Collection Database at www.cgiar.org (click on Search).

12. The Charter sets down the roles, responsibilities and functions of the main organs of the CGIAR. The Annex contains the Rules of Procedure of the main organs.
13. The Charter is based on, collates and updates previous compilations of principles, objectives, organization and membership arrangements. Reference documents on which the Charter has drawn are listed in Attachment 1. The procedure for amending the Charter is described in Section VII.
14. The internal rules and regulations of the Centers are outlined in the Annex but, because Centers have their own constituent instruments and agreements with host countries, the details are available directly from the Centers. Reference guides for Center Boards of Trustees are available in the CGIAR Core Collection Database or through the CGIAR Secretariat.
15. Key CGIAR documents covering the period from the late 1960s to the present are available in the CGIAR Core Collection Database, which contains over 1,400 documents available in full-text format.

SECTION II. MISSION AND OBJECTIVES

16. The mission of the CGIAR is to achieve sustainable food security and reduce poverty in developing countries through scientific research and research-related activities in the fields of agriculture, livestock, forestry, fisheries, policy and natural resource management.
17. The network of international agricultural research Centers supported by the CGIAR and other interested donors conducts research that generates global and regional public goods to benefit the poor in developing countries by raising incomes and improving livelihoods without harming the environment. The CGIAR is committed to harnessing the best in science, from traditional knowledge to cutting-edge developments.
18. Productivity and natural resource management are the twin pillars of CGIAR-supported research. The CGIAR contributes to global efforts to preserve plant genetic resources by maintaining, in trust for humankind, gene banks that contain over 600,000 germplasm samples.
19. Criteria for program/project support by the CGIAR include
 - (a) high priority in relation to the CGIAR mission and the development goals of the international community as periodically defined,
 - (b) high probability of success, and
 - (c) the lack of alternative producers or sources of supply in the public domain with comparable costs or reliability.

20. Research conducted by the Centers
 - (a) increases productivity and growth,
 - (b) protects the environment,
 - (c) saves biodiversity,
 - (d) improves food and agricultural institutions and policies, and
 - (e) strengthens national agricultural research.
21. The CGIAR supports Center activities that sustain conventions related to its mission, such as the Convention on Biological Diversity, Convention to Combat Desertification, Framework Convention on Climate Change, and International Treaty on Plant Genetic Resources. The Centers collaborate with like-minded institutions in undertaking appropriate initiatives to implement the provisions of these conventions through the production of global public goods.
22. The CGIAR on its own, as well as in association with partners, engages in public advocacy of science-based approaches to solving some of the world's most pressing development problems: reducing hunger, improving human nutrition and health, protecting the environment, and reducing poverty.
23. The CGIAR supports institution building and capacity building — globally, regionally and nationally — to strengthen the evolving international agricultural research community and enhance the professional development of agricultural scientists in developing countries. The CGIAR acts as a catalyst to establish and nurture institutions such as the Global Forum for Agricultural Research (GFAR) and regional and national agricultural research organizations.
24. The CGIAR maintains a global, apolitical perspective. The products of CGIAR-supported research are global and regional public goods made available across international boundaries to national agricultural research systems (NARS), poor farmers and other users.

SECTION III. STRUCTURE AND GOVERNANCE

A. The CGIAR System

25. The roles, responsibilities, competencies and functions of the components of the CGIAR System are defined in this Charter.
26. Linkages and interactions are reinforced by System-level decision processes for such functions as strategic and medium-term planning, financing and resource allocation, and monitoring and evaluation, including performance measurement.

27. The CGIAR System collaborates with many partners, including academia, public and private sector institutions in developing and industrialized countries, civil society organizations, regional research organizations, and GFAR.
28. The CGIAR System is serviced by a System Office (see paras 110-124), a virtual structure that was created to improve coordination and cohesion among the various central service units that support the Centers, Members and other stakeholders. The CGIAR Secretariat, a System Office unit, is the principal central service unit of the CGIAR System. The CGIAR Secretariat is the focal point for relations with external partners, from legislative decision makers and scientific communities in the public and private sectors, to civil society institutions and the general public (see paras 118-124).

B. The Consultative Group

29. The CGIAR (the Group) today is a strategic partnership of countries; international and regional organizations; and private, nonprofit foundations, all of which are independent and not legally bound by the decisions of the Group. Cosponsors are Members of the Group.
30. The Group supports the CGIAR System and is its primary decision-making body. It functions in a collegial and participatory manner, drawing on the experience and advice of other components of the CGIAR System and its stakeholders. The Group is responsible for
 - (a) setting broad policy for the governance of the CGIAR System;
 - (b) approving research programs and research-related activities, including Systemwide and Ecoregional Programs and activities, and the multi-institutional Challenge Programs, which together constitute the CGIAR research agenda;
 - (c) endorsing funding for CGIAR Centers to carry out approved programs;
 - (d) providing most of the funds for the CGIAR research agenda;
 - (e) monitoring and reviewing the implementation of research activities and programs of CGIAR Centers and, when necessary, proposing corrective action;
 - (f) ratifying or endorsing appointments to key positions in the CGIAR System;
 - (g) establishing ad hoc committees, study groups and task forces to review and report on specific issues within stated time frames; and
 - (h) exercising such other functions that may be appropriate to fulfill the mission and objectives of the CGIAR.
31. The Group meets once a year at its Annual General Meeting (AGM), usually held in a Member country.
32. The AGM is usually held in two segments: the Stakeholder Meeting and the Business Meeting. The Stakeholder Meeting is open to all stakeholders for an

exchange of views on major research and development issues but has no decision-making authority. Views expressed at the Stakeholder Meeting are reported to the Business Meeting and taken into account when decisions are made.

33. Participation in the Business Meeting is open to delegations representing CGIAR Members, the CGIAR Chair, the CGIAR Director, a representative of the Alliance, the Science Council chair, the GFAR chair, and chairs of partnership committees. The Group may reach decisions at AGM, at any other face-to-face meeting organized for the purpose, or in virtual mode.
34. Potential CGIAR members, the chairs of the Science Council's Standing Panel on Impact Assessment (SPIA) and the CGIAR Genetic Resources Policy Committee, and all chairs of Boards of Trustees and directors general of the Centers (other than the Alliance representative listed in para 33) are permitted to attend the Business Meeting as Observers.
35. The CGIAR Chair has traditionally exercised the right, under exceptional circumstances, and after pertinent consultation, to hold a Closed Session of the Business Meeting to consider a specific issue or issues. At the request of a Member or Members for such a Closed Session, the CGIAR Chair shall consult broadly and decide, on the basis of this consultation, whether to grant the request. All those listed in para 33 may attend a closed session. No Observers shall be present.
36. In addition to the functions described above, the AGM serves as an appropriate occasion to strengthen linkages within the CGIAR System and between the CGIAR System and other components of the international agricultural research community. Opportunities are provided at the time of AGM for
 - (a) dialogue between developing country scientists and policymakers with their CGIAR System counterparts;
 - (b) direct interaction between CGIAR Members and representatives of CGIAR Centers; and
 - (c) exhibits, competitions and other appropriate mechanisms to recognize civil society initiatives in agricultural research and strengthen partnerships between civil society and the CGIAR System.

1. CGIAR Members

a. The Role of Members

37. Members of the CGIAR are the driving force of the only international alliance that exists solely to harness the best in agricultural science and technology in support of global, regional and national efforts to foster growth, combat poverty, eliminate hunger and protect the environment.

38. CGIAR Members individually and jointly assume a special position of leadership in the international development community by carrying out the functions listed below.

39. CGIAR Members

- (a) influence the substance and progress of agricultural development by helping to set the international agricultural research agenda;
- (b) join neighboring countries, and/or fellow members of regional groupings to which they belong, in directing CGIAR investments;
- (c) give direction to the CGIAR System and its components;
- (d) annually approve agricultural research and development programs and agree to support their implementation by the Centers and their partners;
- (e) enable the Centers to maintain germplasm collections and make them available to all as global public goods; and
- (f) make a sound investment in a critically important sector of development.

b. Eligibility for Membership

40. Membership in the CGIAR is open to candidates in the four categories listed below:

- (a) countries that are members of the United Nations or any of its specialized agencies;
- (b) international or regional intergovernmental organizations;
- (c) nonprofit organizations such as civil society organizations, private foundations, academic institutions, and other publicly and privately funded groups with a demonstrated interest in activities congruent with the mission of the CGIAR; and
- (d) private, for-profit corporations with a demonstrated record of engagement in activities congruent with the mission of the CGIAR.

c. Conditions of Admission

41. Candidates in any of the four categories listed above may be admitted as full, dues-paying CGIAR Members if they affirm in writing their

- (a) support for the mission and objectives of the CGIAR;
- (b) willingness to participate in the deliberations of the CGIAR, such as the AGM, and to serve on CGIAR committees, including the CGIAR Executive Council (ExCo) and standing or *ad hoc* committees established by the CGIAR; and
- (c) commitment to a minimum cash contribution of US\$500,000 per annum toward supporting research programs approved by the CGIAR or governance mechanisms of the CGIAR System. The commitment is to be signed by an official authorized to assume financial obligations on behalf of the applicant.

d. Admission Process

42. All candidates seeking membership should inform the Chair or Director of the CGIAR of their desire to join the CGIAR and their willingness to meet the conditions of admission as outlined above.
43. Countries, international organizations and regional intergovernmental organizations seeking membership are admitted as Members on confirmation that their initial annual contribution has been received by the CGIAR. The CGIAR Chair announces the admission of the new Member(s) at the first AGM after the initial contribution is received.
44. The Chair or Director shall refer all other Membership requests to ExCo for review and recommendation.
45. ExCo's review shall take into account the
 - (a) compatibility between the objectives and activities of the applicant and the CGIAR;
 - (b) relationship between the applicant and CGIAR Centers;
 - (c) capacity of the applicant to meet its commitments to the CGIAR; and
 - (d) extent to which the applicant can serve as a link between the CGIAR and other potential partners.
46. The Chair shall submit ExCo's recommendation on all such requests to the CGIAR for decision at a meeting either face-to-face or in virtual mode. The decision of the CGIAR shall be final.

e. Members' Contributions

47. The activities of CGIAR Centers are financed primarily through annual grants from CGIAR Members, which contribute to the Centers and programs of their choice (see paras 138-142).
48. All Members are urged to provide unrestricted contributions to the Centers, with flexibility regarding allocations based on CGIAR priorities. Unrestricted funding provides Centers with management flexibility that restricted funding does not.
49. Alternatively, a Member may restrict all or part of its contribution by directing funds to a specific Center program, project, sub-project or activity as defined in a contractual arrangement between the Member(s) and the Center(s) concerned. Members providing restricted funds are expected to cover the full costs of projects. Members are encouraged to contribute their annual grants, or a major portion thereof, within 3 months of the start of the financial year in which the grant is due.

50. Members, Member-Observers and non-members are encouraged to support multi-institution programs such as Systemwide and Ecoregional Programs and initiatives and the Challenge Programs⁴ developed and implemented by CGIAR Centers and partners and approved by the CGIAR.
51. All Members are encouraged to contribute more than the minimum membership fee. In-kind contributions from Members are welcome, but these should be in addition to the annual cash contribution.
52. Members are expected to (a) pay the full cost of overheads associated with projects and programs and (b) contribute to the central costs of the CGIAR System.

f. Continuity of Membership

53. At the beginning of each calendar year, the status of any CGIAR Member that has not paid its minimum contribution for the previous two calendar years shall change to Member-Observer.
54. Member-Observers may attend the AGM of the CGIAR and participate in face-to-face or virtual discussions. However, they shall not participate in CGIAR decision making nor be eligible to serve on ExCo.
55. Full membership of a Member-Observer shall be restored when its arrears are reduced to less than two years of the required minimum contribution of that Member.

2. CGIAR Chair

56. The President of the World Bank nominates the CGIAR Chair, after informal consultation with CGIAR Members, for endorsement⁵ by the CGIAR. From 1974, the CGIAR Chair has been the World Bank Vice President overseeing its sectoral work on agriculture. The CGIAR Chair provides the CGIAR System with leadership and internal policy guidance, as well as serving as its external ambassador. He/she serves as chair of ExCo.
57. The CGIAR Chair assists the Group, in particular, as well as other components of the CGIAR System, in identifying problems and issues relevant to the CGIAR mission and objectives, defining strategies that will help resolve them, and reaching consensus on appropriate policies and action.
58. The CGIAR Chair, assisted by the CGIAR Director (see paras 59-62), keeps under review the implementation of decisions reached by the CGIAR and seeks to

⁴ For the definition of a Challenge Program, see para 137.

⁵ Endorsement by the Group is always by consensus (see paras 125-131).

ensure that the interplay among multiple actors in the CGIAR System is productive and harmonious, thus helping to preserve its coherence, relevance and vitality.

3. CGIAR Director

59. The CGIAR Chair selects the CGIAR Director on completion of an international search process by a search committee consisting of CGIAR Cosponsors. The Chair submits the selection for Group endorsement at a CGIAR meeting or by communication in virtual mode. When the selection is endorsed, the Director is appointed as a senior staff member of the World Bank.
60. The CGIAR Director functions as the Chief Executive Officer of the CGIAR System, carries out the Chair's responsibilities when these are delegated to him/her, and complements the CGIAR Chair's role as the leader of the CGIAR System's external relations.
61. The CGIAR Director serves as the Executive Secretary of ExCo, monitors the implementation of decisions reached by the CGIAR or ExCo, serves on the steering committee of the System Office, and manages the CGIAR Secretariat.
62. The CGIAR Director may perform any other function delegated to him/her by the CGIAR Chair.

4. CGIAR Cosponsors

63. Cosponsors provide the CGIAR with continuity, strengthen the international character of the CGIAR System, and serve as an informal policy advisory group to the Chair.
64. The founding Cosponsors of the CGIAR are FAO, UNDP and World Bank. IFAD joined the CGIAR as a Cosponsor in 2001, following consultations with the CGIAR Chair and with the endorsement of the Group.
65. Other members of the United Nations family of organizations⁶ with interests congruent to those of the CGIAR may be invited to join as Cosponsors through consultations with the CGIAR Chair and with the endorsement of the Group. Cosponsors are encouraged to fulfill the same financial commitments as other Members.
66. The Cosponsor Group consists of senior staff nominated by Cosponsors to represent each of these organizations at the CGIAR. The Cosponsor Group meets periodically face-to-face, with one of its members serving as chair, or in virtual mode.

6 For details, see www.un.org.

5. Executive Council

67. ExCo is a subsidiary body of the CGIAR. Its functions are to
- (a) act on behalf of the Group between AGMs on matters delegated to it by the Group and to carry out the functions specified in its Rules of Procedure as set out in the Annex to the Charter;
 - (b) facilitate the Group's decision making by reviewing major policy issues and submitting recommendations for consideration by the CGIAR;
 - (c) provide oversight during the implementation of the Group's decisions;
 - (d) review and extend or curtail, as appropriate, the terms of CGIAR committees;
 - (e) periodically consider ways in which the CGIAR can improve its dialogue with civil society organizations and the private sector;
 - (f) report regularly to the Group, using electronic and other means;
 - (g) assign specific tasks and responsibilities to the CGIAR Secretariat; and
 - (h) establish *ad hoc* committees, study groups and task forces to assist in carrying out ExCo's functions by reviewing and reporting on specific issues within stated time frames.
68. ExCo is a committee of shareholders, expanded to include stakeholders, incorporating perspectives from all components of the CGIAR System. The CGIAR Chair serves as ExCo Chair, and a co-chair is elected by ExCo for each of its meetings.
69. ExCo consists of (a) non-rotating members (CGIAR Chair, Cosponsors hosting a CGIAR System governance unit, a representative of the Alliance, the Science Council chair and the GFAR chair) and (b) rotating members representing geographic and functional constituencies. Each rotating ExCo member serves for a period of two consecutive years, supported by an alternate member. Each rotating member and alternate are identified by the constituency concerned.

70. The composition of the ExCo is as follows:

<i>Non-rotating members</i>		
CGIAR Chair		1
Cosponsors (FAO, World Bank, UNDP and IFAD) ⁷		3
Science Council chair and Alliance representative		2
GFAR		1
<i>Rotating members</i>		
Organisation for Economic Co-operation (OECD)/ Development Co-operation Directorate (DAC)		
Country representatives		5
Americas	1 member	
Asia and Pacific	1 member	
Europe	3 members	
Developing country representatives		5
Americas	1 member	
Sub-Saharan Africa	1 member	
Asia and Pacific	1 member	
Central and West Asia and North Africa	1 member	
Regional Fora	1 member	
Foundations		1
Civil society/NGOs/farmers' organizations		1
Private sector		1
<i>Total</i>		20

71. ExCo may establish *ad hoc* groups (as provided for in para 82) to consider and report to ExCo on specific issues as needed. The CGIAR Secretariat shall provide such *ad hoc* groups with all necessary support.⁸ ExCo and its *ad hoc* groups may carry out business in face-to-face meetings or in virtual mode.

6. Other CGIAR Committees

a. Genetic Resources Policy Committee

72. The Group established a Genetic Resources Policy Committee (GRPC) in 1994 to advise it on genetic resources policy and assist the CGIAR Chair in dealing with genetic resources issues.

⁷ Cosponsors hosting a System governance unit (such as the Science Council Secretariat and the CGIAR Secretariat) maintain a continuous membership on ExCo. Rotation applies to Cosponsors not hosting such a unit.

⁸ This provision reflects a decision taken by the CGIAR at its 2004 AGM to dissolve ExCo's finance and program committees.

73. The GRPC consists of 11 individuals providing the perspectives of a diversity of interests and constituencies. The CGIAR Chair appoints the Chair and members of GRPC in consultation with CGIAR Members.
74. The GRPC reports to the Group through ExCo on policy issues and on the programmatic and financial aspects of its recommendations. In carrying out its duties, the Committee is expected to consult with appropriate CGIAR committees and stakeholder groups as needed.
75. The GRPC may represent the CGIAR System in relevant international fora but is not authorized to commit the CGIAR to policy positions.
76. The GRPC monitors the implementation of the agreements that placed the CGIAR Centers' germplasm collections in the International Network of Ex Situ Collections under the auspices of FAO.

b. Partners

77. In response to the recommendations from the CGIAR ministerial-level meeting in February 1995, the CGIAR created mechanisms for improving dialogue between the CGIAR and compatible organizations.
78. The CGIAR is committed to interacting fully with civil society, strengthening mutual understanding and better shaping research-for-development programs for the benefit of the poor, building on the knowledge and capacities of civil society organizations.
79. Continuing relationships with civil society are planned and implemented in consultation with an Advisory Group of civil society organizations. Through these partnerships, the CGIAR brings into its discussions the perspectives of small producers, their organizations and a broad range of civil society stakeholders.
80. The CGIAR Private Sector Committee (PSC) provides the CGIAR with a private sector perspective on the current status of global agricultural research and future needs. The PSC consists of a chair and up to eight members invited by the CGIAR Chair in consultation with outgoing PSC members and CGIAR Members. The PSC serves as a link between the CGIAR and private sector agricultural organizations in both North and South.
81. The civil society Advisory Group and the PSC are supported by the CGIAR Secretariat and, on demand, by CGIAR Centers.

c. *Ad Hoc Committees*

82. The Group or ExCo may set up *ad hoc* committees or other groups, study groups and task forces to review and report on specific issues within stated time frames.

C. Science Council

83. The CGIAR Science Council (SC) is the science-advisory organ of the CGIAR.
84. The mission of the SC is to
- (a) enhance and promote the quality, relevance and impact of science in the CGIAR,
 - (b) advise the Group on strategic scientific issues of importance to its goals, and
 - (c) mobilize and harness the best of international science for addressing the goals of the international agricultural research community.
85. The specific objectives of the SC are to
- (a) ensure that science in the CGIAR is of high quality and relevant to the development goals of the System;
 - (b) provide science policy guidance to the CGIAR on issues of strategic importance;
 - (c) provide independent, credible and authoritative advice and opinion on scientific issues relevant to the international agricultural research community; and
 - (d) develop partnerships with the wider scientific community for the benefit of advancing an international agricultural research agenda.
86. The SC consists of six members and a chair, all identified through an international search by an independent selection committee of experts established for the purpose by the CGIAR. The selection committee's recommendations are reviewed by ExCo, which nominates the SC chair and members for consideration and confirmation by the CGIAR.
87. The chair and members of the SC should be eminent scientists in the biological, physical and social sciences, with science policy and development experience.
88. The SC conducts business through face-to-face and virtual meetings. It works through standing panels covering four functional areas:
- (a) strategies and priorities,
 - (b) monitoring and evaluation,
 - (c) mobilizing science, and
 - (d) impact assessment (SPIA).

89. The Science Council advises the CGIAR on program priorities, and CGIAR Members may take these priorities into account when deciding on the allocation of their resources.
90. Each standing panel other than the SPIA is chaired by an SC member and includes two additional external members. The SC chair selects the three standing panel chairs from among the SC members on the basis of their interest and expertise. External members are selected by the SC chair in consultation with SC members.
91. The SC appoints the chair and members of the SPIA from outside its membership. The SPIA chair is appointed in consultation with ExCo and serves *ex officio* as a member of the SC. SPIA members are selected in consultation with the SPIA chair.

1. Science Council Chair

92. The SC chair is an internationally recognized expert on science and development who manages the work of the SC.
93. The main functions of the SC chair are to
- (a) provide the SC with dynamic leadership;
 - (b) define the SC's vision;
 - (c) convey to the Group, ExCo and appropriate stakeholder audiences independent advice and judgments on strategic issues, research priorities and the quality of the research programs, including Systemwide, Ecoregional and Challenge Programs supported by the CGIAR; and
 - (d) guide the staff of the SC Secretariat (see paras 98-100).
94. The SC chair reports to the CGIAR and ExCo and maintains a close working relationship with the CGIAR Chair and Director.

2. Science Council Secretariat Executive Director

95. The Executive Director of the Science Council Secretariat is a highly qualified senior scientist with extensive international experience who is selected through an international search process and appointed by FAO. Details of the search and selection process are in the Annex (Section VI). The Executive Director reports directly to the Science Council chair except on administrative matters, where he/she reports to an assistant Director General of FAO. The Executive Director is responsible for the execution of the Science Council's decisions.
96. The Executive Director maintains close working relationships with SC members, the CGIAR Director and other components of the System Office and so helps to build strong synergies between the CGIAR and FAO.

97. The Executive Director assists the SC chair in drawing up the agenda for SC meetings and serves as secretary of the SC.

3. Science Council Secretariat

98. The SC Secretariat, located at FAO in Rome, provides the SC with technical and administrative support and undertakes the execution of other activities requested by the SC. The SC Secretariat is responsible for preparing documents and organizing meetings of the SC and its panels.
99. The SC Secretariat is headed by its Executive Director, located at FAO.
100. The SC Secretariat consists of high-level professional staff members with excellent scientific backgrounds and extensive experience in program management who are selected through an international search process and appointed by FAO.

D. International Agricultural Research Centers

101. The international agricultural research Centers are the full-time research units of the CGIAR. They are the functional and operational scientific core of the CGIAR System. Collectively, they are responsible for planning, developing and implementing a research agenda that is approved and funded by the CGIAR, as well as for producing the research results sought by the CGIAR System and partners.
102. The number of Centers supported by the CGIAR grew from four in 1971 to 18 in 1993, and subsequently consolidated to 15 in 2004. The number of Centers and their mandates are periodically assessed by the CGIAR in consultation with stakeholders and the Science Council. The current list of Centers is in Attachment 3.
103. Each Center is legally constituted as an independent, self-governing institution with its own charter, research responsibilities or mandate, Board of Trustees, Director General, staff, and budget. Each functions under legal agreements with its current host countries. Together, the Centers function interdependently as members of the CGIAR System.
104. All Centers operate primarily in a decentralized mode, with regional outposts bearing key responsibilities, and closely involved with research networks and consortia. The CGIAR System encourages inter-Center collaboration and partnerships with external agencies such as NARS.
105. Guided by the mission of the CGIAR and its own research mandate, each Center formulates its strategic and medium-term plans in consultation with

stakeholders and the Science Council. These plans provide the basis for the CGIAR System's research agenda, after review by the Science Council and ExCo and approval by the CGIAR.

106. Centers are financed primarily through annual grants from CGIAR Members who contribute to the Centers or programs of their choice. Additional financing may also be available to a Center from its miscellaneous income, including *ad hoc* contributions from organizations that are not CGIAR Members (see paras 138-142).
107. The quality of science at the Centers, their management and the impact of their research are regularly assessed and evaluated through
 - (a) self assessment by Centers and Center-commissioned external reviews,
 - (b) 5-yearly external program and management reviews organized by the Science Council and CGIAR Secretariat,
 - (c) thematic or "stripe" reviews across Centers organized by the Science Council,
 - (d) continuing impact assessment by SPIA, and
 - (e) periodic assessments by individual donors.
108. The Centers have formed the Alliance of the CGIAR Centers (the Alliance) to enable them to contribute more effectively and efficiently to the mission of the CGIAR by cooperating and pooling their resources whenever and wherever needed. The Alliance is made up of four components: the Centers, the Alliance Board consisting of the Board chairs of the Centers, the Alliance Executive consisting of the directors general of the Centers, and the Alliance Office. The Principles and Procedures of the Alliance is in the Annex (Section IX).
109. The Alliance Office gives policy and administrative support to collaboration among the Centers and supports efforts to streamline and strengthen the Centers' contribution to the CGIAR System. The Alliance Office is managed by the Chief Alliance Officer, who reports to the chair of the Alliance Executive.

E. System Office

110. The System Office consists of, and integrates the activities carried out by, the main central service units of the CGIAR System. They are the
 - (a) **Central Advisory Service on Intellectual Property (CAS-IP)**, whose major activities are to provide and facilitate expert advice and enhance the exchange of knowledge and experiences;
 - (b) **CGIAR Secretariat**, which is the central service unit of the CGIAR System (see paras 118-124);
 - (c) **Chief Information Officer's Unit (CIO)**, which helps to plan and coordinate information technology, information management and knowledge management in the CGIAR System;

- (d) **Gender and Diversity Program (G&D)**, which helps the Centers to leverage their staff diversity to improve research management and excellence;
- (e) **Internal Auditing Unit (IAU)**, whose goal is to provide a cost-effective, shared internal-audit service to improve operations and strengthen internal controls at participating Centers;
- (f) **Media Unit**, which helps participating Centers and the CGIAR Secretariat to develop and implement media strategies for garnering coverage of the achievements and impacts of CGIAR-supported Centers;
- (g) **Science Council Secretariat**, which is the service arm of the Science Council (see paras 98-100);
- (h) **Strategic Advisory Service for Human Resources (SAS-HR)**, which assists participating Centers and the CGIAR Secretariat in defining needs, developing and implementing sound people strategies through strategic approaches, and monitoring the impact and success of human resources policy and practice; and
- (i) **Alliance Office**, which is headed by the Chief Alliance Officer and administers common activities in keeping with the objectives of the Alliance of CGIAR Centers.

111. The System Office is a virtual organization in that it is not a physical consolidation of existing units. The locations and activities of units comprising the System Office may continue to be geographically and institutionally dispersed.

112. New units may be added or existing units may be phased out or modified as demand and conditions change.

113. The direct accountability of each System Office component, in a fiduciary and service performance sense, is to its own governing authority, e.g., the CGIAR Secretariat to the CGIAR Director. At the same time, as part of an integrated effort, each component is accountable in a larger sense also to ExCo, this accountability being coordinated through the CGIAR Director. Relations between or among the units are defined through contracts or memoranda of agreement.

114. The combined efforts of System Office units are guided by a steering committee consisting of the CGIAR Director, Science Council chair and chair of the Alliance Executive of the previous year.

115. The functions of the System Office cover

- (a) strategic planning and development,
- (b) monitoring and evaluation,
- (c) public awareness and resource mobilization, and
- (d) management services.

116. To reduce overlapping responsibilities among System Office units and leverage each unit's skills effectively, the System Office produces an annual integrated operating plan that provides a coherent basis for action by all units.
117. The CGIAR Director coordinates the preparation of the integrated operating plan, which is submitted to the System Office steering committee for approval. The integrated operating plan can be accessed on the CGIAR website.

1. CGIAR Secretariat

118. The CGIAR Secretariat is the principal central service unit of the CGIAR System and its focal point for relations with external partners, from legislative decision makers and scientific communities in the public and private sectors, to civil society institutions and the general public.
119. The CGIAR Director heads the CGIAR Secretariat, which functions administratively as a department of the World Bank. The CGIAR Secretariat supports the CGIAR Chair in his/her role as the System's leader and its chief spokesperson.
120. The CGIAR Secretariat serves as the hub of the CGIAR System and plays a significant integrating and facilitating role to ensure that collective action taken by many independent but interdependently networked entities is directed towards achieving the CGIAR's mission. It plans and implements communication within the CGIAR System, as well as a wide-ranging program of public awareness directed toward the CGIAR System's partners.
121. The CGIAR Secretariat supports the Group and ExCo and bears the primary responsibility for ensuring that CGIAR decisions are carried out.
122. The CGIAR Secretariat is responsible for organizing and managing all aspects, both of substance and logistics, of the AGM, ExCo meetings and any other meetings requested by the CGIAR Chair or Director.
123. CGIAR Secretariat staff members are expected to combine their experience and expertise in cross-cutting activities to carry out the CGIAR Secretariat's Business Plan. However, they are organized into three teams: Communications, Finance, and Governance and Partnerships, plus the Director's Office. The CGIAR Secretariat works collaboratively with all components of the System and with stakeholders.
124. The World Bank, as a CGIAR Cosponsor, houses the CGIAR Secretariat, and all its staff are employed by the World Bank.

SECTION IV. PRINCIPLES OF DECISION MAKING

125. The CGIAR reaches decisions by consensus, not by voting.
126. Consensus implies the closest possible convergence of views among discussants on the subject under discussion. Consensus is based on understanding and respect for divergent points of view and for mutual accommodation, compromise and adjustment. Consultation, discussion and negotiation leading to the emergence of a consensus may be face-to-face or in virtual mode, at formal meetings, and through informal contacts.
127. CGIAR decisions are reached in virtual mode or at its annual Business Meeting at AGM, where the focus is mainly on matters that affect the CGIAR System as a whole, e.g., the research agenda, governance, interaction with international summits or other events, funding, and other policies.
128. Decision making by the Group is based on recommendations from ExCo on matters that have been referred to ExCo by the CGIAR at an AGM, or on issues that have emerged between one AGM and the next. In preparing its recommendations, ExCo carries out deliberations on the basis of information and relevant data requested by ExCo and/or provided by appropriate components of the CGIAR System, e.g., the Science Council, Alliance, GRPC, CGIAR Secretariat, or *ad hoc* working groups. The Group may accept, reject or modify ExCo's recommendations. The CGIAR Chair formulates the emerging consensus on a particular issue for further discussion, if necessary, or for adoption by the Group.
129. The Group may, if it wishes, delegate decision making on a specific issue or issues to ExCo. Decisions reached by the CGIAR have the force of commitment to the mission and objectives of the Group, though the CGIAR has no legal status. The Group's decisions do not preempt policymaking on the same issues by sovereign governments or other institutions whose representatives form the CGIAR.
130. Some decisions, e.g., on appointments to CGIAR bodies, may be reached through correspondence, including electronic correspondence, when CGIAR Members are asked to approve a nomination on a "no objection" basis. The time provided for any objections to be raised shall be no less than two weeks and no more than four. When objections to a nomination are raised by more than 10 percent of the Group, the CGIAR Chair and Director initiate a process of consultation that is expected to lead to consensus on the next steps required.

131. All decisions reached by the Group or ExCo are recorded by the CGIAR Secretariat in summary proceedings of the meeting concerned and posted on the CGIAR website within 30 days after the meeting has ended. Decisions reached electronically are also recorded on the website as soon as possible after a decision has been reached.

SECTION V. MODE OF OPERATIONS

132. The CGIAR fulfills its mission primarily by adopting a research agenda to be carried out through the Centers and their partners, and by funding the approved research agenda.
133. Decisions on research policy are made, and research programs are carried out, in consultation and collaboration with many partners in the global agricultural research system.
134. Each Center has its own Board of Trustees and functions under legal agreements between itself and its current host countries, as noted in para 103. However, as funding for the work of the Centers is provided by CGIAR Members, and because the Centers and the CGIAR share a commitment to a common cause, the Centers act in conformity with policies and principles adopted or approved by the Group and carry out programs of research approved annually by the Group.
135. The Centers function in partnership with agricultural research institutions, broadly defined, in both developing and industrialized countries.
136. In addition to the research programs and related activities of individual Centers, the CGIAR supports Systemwide and Ecoregional Programs and multi-institutional Challenge Programs developed and implemented by the Centers and partners and approved by the CGIAR.
137. A Challenge Program is a time-bound program of high-impact research that falls within the scope of the CGIAR mission, seeks to resolve complex issues of overwhelming global and/or regional significance (and, if the latter, with global impact), and requires partnerships among a wide range of institutions to develop and deliver its products.

SECTION VI. FUNDING

138. Members of the CGIAR provide resources to the Centers in accordance with their own internal procedures (approval of allocations, annual budget timetable, etc.) and often in consultation with the Centers and the CGIAR Secretariat.
139. The transfer of resources may occur in one or more of the following ways:
- (a) CGIAR Members transfer funds directly to each of the beneficiary Centers; or
 - (b) CGIAR Members transfer all or part of their contributions using mechanisms established in the World Bank and administered by the CGIAR Secretariat, including the CGIAR Multi-Donor Trust Fund. The funds are disbursed on the instructions of the Members concerned; or
 - (c) CGIAR Members transfer funds to the Centers of their choice, through a third party, such as an international institution other than the World Bank.
140. The Secretariat serves as a hub for financial transactions between Members and Centers, meeting the needs of Members whose financial authorities prefer the fiduciary assurances that result from the use of the World Bank's facilities for transferring resources. Funds disbursed under these arrangements are governed by letters of agreement between each recipient Center and the CGIAR Secretariat acting on behalf of the World Bank.
141. The CGIAR Secretariat also fosters a judicious and high-quality financial environment within the CGIAR by establishing guidelines of international standards on financial practices such as accounting, auditing, financial management, resource allocation, etc. that are followed by the Centers.
142. In addition to the individual externally audited financial statements issued annually by each Center, the CGIAR Secretariat produces a consolidated Systemwide annual financial report summarizing the System's overall revenues, expenditures, trends in operations and financial position.

SECTION VII. AMENDING THE CHARTER

143. Decisions reached by the CGIAR at an AGM, the main assembly of the CGIAR System, are to be reflected in the Charter if they affect the roles, responsibilities, competencies and functions of components of the CGIAR System. Additionally, at the request of at least 20 percent of CGIAR Members, or on the initiative of the Chair, provisions of the Charter may be referred to ExCo for review as to their continued relevance. CGIAR Members seeking such a review may propose specific and general amendments or complete revisions.

144. ExCo should conduct its review electronically within 3 months and submit its recommendations, and the bases for its recommendations, electronically to CGIAR Members for adoption.
145. CGIAR Members may decide to seek further clarification of the proposed amendments before reaching a decision, either through virtual discussion or at an AGM. The decision of CGIAR Members is final. The new provisions come into effect upon their adoption. The CGIAR Director ensures that all amended or revised provisions are incorporated in the Charter and disseminated. The amended or revised Charter is then posted on the CGIAR website.

ATTACHMENT 1

REFERENCE LIST OF CGIAR DOCUMENTS

1. *Founding Resolution: Objectives, Composition and Organizational Structure*, May 1971.
2. *Lucerne Declaration and Action Program for CGIAR Renewal*, February 1995.
3. *CGIAR Reform Program 2001* (Decisions taken at the Mid-Term Meeting in Durban, South Africa, in May 2001 and at the CGIAR Annual General Meeting in Washington, DC, in October 2001.)
4. Attachments to *Interim Executive Council's Draft Recommendations on CGIAR Reform — An Integrated Proposal*, October 2001:
 - Attachment 1: Functions of the CGIAR Executive Council
 - Attachment 2: Rules of Procedure of the CGIAR Executive Council
(as amended by ExCo)
 - Attachment 3: Principles and Criteria for CGIAR Challenge Programs
 - Attachment 4: Process, Responsibilities and Draft Guidelines for Developing
and Implementing Challenge Programs
 - Attachment 5: Science Council Responsibilities and Composition and
Transition from TAC [Technical Advisory Committee]
to Science Council
 - Attachment 6: Mission, Functions and Organization of the
CGIAR System Office
5. *Report of the Executive Council's Working Group on the Establishment of a CGIAR Science Council*, August 2002.
 - Annex 3: Draft Rules of Procedure for the CGIAR SC.
6. *CGIAR System Office, Integrated Operating Plan*.
7. *Reference Guides for CGIAR International Agricultural Research Centers and their Boards of Trustees*, CGIAR Secretariat, August 1997.
8. *CGIAR Meetings and ExCo Meetings, Summary Records*.

ATTACHMENT 2

CGIAR MEMBERS (as of February 2007)

Countries

Australia	Ireland	Russia
Austria	Israel	South Africa
Bangladesh	Italy	Spain
Belgium	Japan	Sweden
Brazil	Kenya	Switzerland
Canada	Korea	Syrian Arab Republic
Colombia	Luxembourg	Thailand
Cote d'Ivoire	Malaysia	The Netherlands
China	Mexico	The Philippines
Denmark	Morocco	Turkey
Egypt	New Zealand	Uganda
Finland	Nigeria	United Kingdom
France	Norway	United States of America
Germany	Pakistan	
India	Peru	
Indonesia	Portugal	
Iran	Romania	

Organizations

African Development Bank	International Fund for Agricultural Development (IFAD)
Arab Fund for Economic and Social Development	Kellogg Foundation
Asian Development Bank	OPEC Fund for International Development
European Commission	Rockefeller Foundation
Food and Agriculture Organization of the United Nations (FAO)	Syngenta Foundation for Sustainable Agriculture
Ford Foundation	United Nations Development Programme (UNDP)
Gulf Cooperation Council of the Arab States (GCC)	United Nations Environment Programme (UNEP)
Inter-American Development Bank (IADB)	World Bank
International Development Research Centre (IDRC)	

ATTACHMENT 3

THE INTERNATIONAL AGRICULTURAL RESEARCH CENTERS OF THE CGIAR (as of February 2007)

1. Africa Rice Center (WARDA)
2. Bioversity International (formerly IPGRI)
3. Centro Internacional de Agricultura Tropical (CIAT)
4. Center for International Forestry Research (CIFOR)
5. Centro Internacional de Mejoramiento de Maiz y Trigo (CIMMYT)
6. Centro Internacional de la Papa (CIP)
7. International Center for Agricultural Research in the Dry Areas (ICARDA)
8. International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
9. International Food Policy Research Institute (IFPRI)
10. International Institute of Tropical Agriculture (IITA)
11. International Livestock Research Institute (ILRI)
12. International Rice Research Institute (IRRI)
13. International Water Management Institute (IWMI)
14. World Agroforestry Centre (ICRAF)
15. WorldFish Center (ICLARM)

THE ANNEX

This Annex contains the Rules of Procedure and related arrangements of the main components of the Consultative Group on International Agricultural Research (CGIAR) System. The rules of procedure relating to Center governance are not included because each Center has its own constitution.

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I. CONSULTATIVE GROUP (CGIAR)

1. The Consultative Group on International Agricultural Research (CGIAR or the Group) meets once a year at an Annual General Meeting (AGM) usually held in December in a Member country. The AGM is held in two segments: a Stakeholder Meeting and a Business Meeting, the latter of which is the decision-making segment of the AGM. The Group may reach decisions at AGM, at any other face-to-face meeting(s) organized for the purpose, or in virtual mode.
2. The AGM is conducted in English, and the language of the AGM summary record of proceedings is English.
3. The purposes of the AGM are to
 - (a) enable CGIAR Members to conduct their annual business as a consultative group;
 - (b) provide a forum for dialogue among key actors in international agricultural research on issues facing the CGIAR and the larger international agricultural research community;
 - (c) provide an opportunity for CGIAR Centers and Members to exchange information and conduct their bilateral business;
 - (d) enable the CGIAR community to observe, first hand, research conducted at the field level by one or more CGIAR Centers and their partners; and
 - (e) strengthen linkages between CGIAR Centers and civil society organizations through exhibits and competitions that recognize research innovations.
4. The AGM may be preceded by the following events organized immediately before the AGM, at the initiative of the CGIAR, host country, or one or more CGIAR Centers.
 - (a) Centers-Members Day, for interaction among Members and Centers, and
 - (b) Host Country-CGIAR Day, consisting primarily of interactive field visits to research sites.
5. The CGIAR Stakeholder Meeting is open to all CGIAR stakeholders and consists primarily of the
 - (a) opening policy statement by the CGIAR Chair;
 - (b) CGIAR Director's status report on the CGIAR;
 - (c) distribution of CGIAR Awards recognizing excellence in research, research partnerships and communications;
 - (d) Innovation Marketplace, featuring innovative partnerships between civil society organizations and Centers or their research partners;
 - (e) reports by partnership committees; and

- (f) Crawford Memorial Lecture, which honors the contribution to international development of Sir John Crawford, the distinguished Australian scientist and educator, who was a founder of the CGIAR and the first chair of its Technical Advisory Committee, and which is meant to challenge all those involved in agricultural research to confront the wider issues and trends that affect their work or are affected by it.
6. The CGIAR Business Meeting is open to delegations representing CGIAR Members including Cosponsors, as well as to Member-Observers, a representative of the Alliance of CGIAR Centers, and the chairs of the Science Council, Genetic Resources Policy Committee, Partner committees or groups and Global Forum on Agricultural Research (GFAR). Potential CGIAR Members, the chair of the Standing Panel on Impact Assessment (SPIA), and all chairs and directors general of CGIAR Centers (other than the representative of the Alliance, as listed above) may be present at the Business Meeting as observers. The quorum for the Business Meeting shall be one-third of the total expected attendance.
7. The established practice is for the following items to be included in the agenda of the Business Meeting:
 - (a) induction of new members;
 - (b) report on proceedings of the Stakeholder Meeting, incorporating stakeholder views on issues requiring decisions at the Business Meeting;
 - (c) information on other pre-AGM events;
 - (d) program and budget proposals of CGIAR Centers;
 - (e) financing plans for the research agenda approved by the CGIAR;
 - (f) external reviews of CGIAR Centers;
 - (g) policy issues including those arising from previous AGMs;
 - (h) Executive Council (ExCo) recommendations on major agenda items;
 - (i) Science Council (SC) perspectives and recommendations on major agenda items; and
 - (j) progress reports on decisions reached at previous meetings.
8. Other items may be added at the request of CGIAR Members or on the initiative of the CGIAR Chair or Director.
9. Between AGMs, the CGIAR Chair or Director may initiate electronic communication among CGIAR Members seeking guidance or decisions on specific issues. All other business matters between AGMs shall be dealt with by ExCo.
10. In exceptional circumstances, the Chair may convene an extraordinary meeting of the CGIAR, i.e., in addition to the AGM, at the request of at least 51 percent of the Group's membership.
11. The CGIAR Secretariat organizes and manages the AGM, with external support as necessary, under the guidance of the CGIAR Director. Agendas are drawn up

by the CGIAR Secretariat in consultation with ExCo, the SC chair and the Alliance. Team leaders of the CGIAR Secretariat are responsible for overall coordination of all aspects of the AGM.

12. A local organizing committee (LOC) is established by the host country and one or more CGIAR Centers located in that country. The LOC advises and assists the Secretariat in planning specific components of the AGM such as an information booklet, a partnership booklet, local media relations, and security and transportation arrangements, as well as in identifying local invitees for events.
13. The LOC is expected to manage all logistics associated with the Host Country-CGIAR Day, including appropriate security arrangements. The LOC is responsible for providing assistance on the arrival and departure of international and regional participants and others attending the AGM. Local meeting support shall be provided by a company based in the host country, selected jointly by the LOC and CGIAR Secretariat, and supervised by the Secretariat.
14. The host country usually bears the full cost of all social functions it organizes, including the transportation of invited guests to and from events, and of simultaneous interpretation at the AGM.
15. The host country in general bears the costs of the Host Country-CGIAR Day.
16. CGIAR Center(s) located in the host country usually bear the full cost of events organized by them.
17. Centers meet a pro-rated share of the costs of exhibits at the AGM and the full costs of any social functions they organize.
18. The CGIAR Secretariat is responsible for all other costs.

II. CGIAR CHAIR

1. The President of the World Bank nominates the CGIAR Chair, usually a Vice President of the World Bank (the Bank), for endorsement by the CGIAR. The nomination is preceded by informal consultations with the CGIAR. The Chair is not appointed for a fixed term. He/She serves until the World Bank President names a new Chair.
2. The outgoing Chair announces the Bank President's nomination of a new Chair to the CGIAR as soon as possible after the nomination has been made and seeks the Group's formal endorsement of the nomination. The new Chair assumes office following the Group's endorsement.

3. The Chair is the CGIAR System's pre-eminent leader. He/She is expected, however, to respect the sovereignty of CGIAR Members and the independence of CGIAR Centers.
4. The Chair
 - (a) presides at the AGM and ExCo meetings, helps to shape consensus on each issue under discussion and, eventually, formulates the consensus that emerges from the discussion;
 - (b) helps the Group in particular, and other components of the CGIAR System, identify problems and issues, define strategies that will assist in their resolution, oversee their implementation, and review progress;
 - (c) maintains a continuing relationship with CGIAR Members — senior legislators and other policymakers in Member countries and institutions, as well as heads of delegation who attend CGIAR meetings;
 - (d) informally advises and assists other components of the System (e.g., the Science Council and standing committees);
 - (e) keeps in close touch with Centers supported by the CGIAR, providing them with informal guidance and helping to maintain the morale of Center scientists;
 - (f) guides the System's fund-raising activities and, when circumstances demand, intervenes directly to resolve funding problems;
 - (g) seeks to solve problems that may occur at any level of the System; and
 - (h) functions as the System's ambassador at external fora and with external audiences including the media.
5. The Chair does not represent the Bank in the Cosponsor Group. Another senior Bank official is named by the Bank for that responsibility.

III. CGIAR DIRECTOR

1. The CGIAR Chair selects the CGIAR Director on completion of an international search process.
2. The search process contains the following key elements:
 - (a) The CGIAR Cosponsor Group serves as the search committee.
 - (b) An external consultant independent of the CGIAR Secretariat provides administrative support to the committee.
 - (c) The search committee consults fully and transparently with the stakeholders of the CGIAR before deciding on its recommendations.
 - (d) The search committee presents its recommendation to the CGIAR Chair, who, as the hiring manager, is responsible for the final selection.
 - (e) The selection is submitted to the CGIAR Membership for endorsement on a "no objection" basis.
 - (f) The Bank's Human Resources Department formalizes the appointment.

3. The CGIAR Director is appointed as a senior staff member of the World Bank, initially for a renewable 5-year term. His/Her terms and conditions of service are in keeping with established World Bank practice.
4. The CGIAR Director reports administratively to the Chair, and to the Chair and Members of the Group on all matters connected with CGIAR policy and operations.
5. The CGIAR Director functions as the chief executive officer of the CGIAR System, carries out the Chair's responsibilities as delegated to him/her, and complements the CGIAR Chair's role as the leader of the CGIAR System's external relations.
6. The CGIAR Director serves as the executive secretary of the CGIAR Executive Council, manages the CGIAR Secretariat, and is a member of the CGIAR System Office Steering Group.
7. The CGIAR Director
 - (a) advises the CGIAR on matters pertinent to CGIAR policy and operations, including CGIAR governance;
 - (b) helps to broaden and deepen global support for the CGIAR through advocacy, representation and negotiation;
 - (c) manages CGIAR relations with external institutions, including the relevant agencies of potential new Members and institutions in the private sector;
 - (d) strengthens CGIAR linkages with all partner institutions;
 - (e) facilitates longer-term financial planning, advises CGIAR Members and Centers on the prospects and problems of funding for research, and supports the public awareness and resource mobilization efforts of the CGIAR System;
 - (f) plans, organizes and manages key policy meetings of the CGIAR, ensuring that CGIAR decisions are implemented effectively;
 - (g) arranges for external reviews of the CGIAR Centers, to be co-managed in partnership with the Group's Science Council;
 - (h) functions as a catalyst to ensure that well-qualified candidates are recruited for short- and long-term tasks in the various components of the CGIAR; and
 - (i) ensures that the CGIAR Secretariat performs effectively and efficiently in providing essential organizational, managerial and administrative support to the System.

IV. COSPONSOR GROUP

1. Cosponsors — the Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), United Nations Development Programme (UNDP) and World Bank — provide the CGIAR with continuity and strengthen the international character of the CGIAR System.
2. Representatives of the CGIAR Cosponsors, who are senior staff members of their respective agencies, form the Cosponsor Group. They meet periodically at the request of the CGIAR Chair or of one or more Cosponsors. They may also conduct business by virtual means as required.
3. Members of the Cosponsor Group chair meetings of the group in rotation. The CGIAR Director nominates a senior staff member of the CGIAR Secretariat to serve as secretary of the Cosponsor Group.
4. The Cosponsor Group serves as an advisory group to the CGIAR Chair. Cosponsors assist the CGIAR System in crisis management, should the need arise.

V. EXECUTIVE COUNCIL: RULES OF PROCEDURE

A. Scope

1. These rules of procedure shall apply to the conduct of business by the Executive Council (ExCo) of the Consultative Group on International Agricultural Research (CGIAR or the Group).

B. Definitions

2. For the purposes of these rules:
 - (a) "CGIAR" means the Consultative Group on International Agricultural Research.
 - (b) "Cosponsor" means the representative of the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Development Programme (UNDP), and The World Bank.
 - (c) "Council" means the Executive Council of the CGIAR.
 - (d) "CGIAR Members" means all donors (countries and institutions) attending the first meeting of the CGIAR, and those who have been admitted to Membership by acclamation at a subsequent CGIAR meeting.
 - (e) "CGIAR Member-Observers" means at the beginning of each calendar year, the membership status of any CGIAR member that has not paid its minimum contribution for the previous two calendar years shall change to Member-Observer.

- (f) "CGIAR ExCo Members" means Members of the Executive Council of the CGIAR.
- (g) "Centers" means the 15 international agricultural research Centers supported by the CGIAR.
- (h) "CGIAR Chair" means the Chair of the CGIAR, appointed by The World Bank, usually at a vice-president level.
- (i) "CGIAR Director" means the Director of the CGIAR, appointed by the CGIAR Chair.
- (j) "Stakeholders" means the broadest possible group of individuals and organizations that have a stake in agricultural research for development.
- (k) "Elected Meeting Co-Chair" means a CGIAR ExCo Member elected as Meeting Co-Chair for the duration of the meeting.
- (l) "System Office" means the corporate office of the CGIAR.
- (m) "Attend" means that a CGIAR Member shall be permitted to be present in the Council meeting room and, at the invitation of the Chair or elected Meeting Co-Chair, may address the Council.
- (n) "Observer" means a representative of a country, international, regional, or national agricultural research institution, or civil society organization who shall be permitted to observe the Council proceedings, and at the invitation of the Chair, or elected Co-Chair, may address the Council, but may not participate in any consensus decision.
- (o) "CGIAR Annual General Meeting" means the once-a-year meeting organized by the CGIAR to review and implement business decisions.
- (p) "Meeting" means any regular or special meeting of the Council.
- (q) "Session" means a period of a meeting.
- (r) "Closed Session" means a session of the Council that is closed to observers other than CGIAR Members. *(adopted 19 September 2003)*

C. Executive Council

3. Functions and responsibilities are defined in Attachment 1 of the *Interim Executive Council's Draft Recommendations on CGIAR Reform — An Integrated Proposal*.
4. Composition: ExCo has 20 members, all of them full members, and decisions are based on consensus, not voting. The Chair plays a strong role in forging consensus among all participants. The composition is as follows:

Non-rotating ExCo Members:		
CGIAR Chair		1
Cosponsors (FAO, World Bank, UNDP and IFAD)		3 ¹
Alliance representative and SC chair		2
GFAR		1
Rotating ExCo Members:		
Organisation for Economic Co-operation (OECD)/ Development Co-operation Directorate (DAC)		5
Americas	1 member	
Asia and Pacific	1 member	
Europe	3 members	
Developing country representatives		5
Americas	1 member	
Sub-Saharan Africa	1 member	
Asia and Pacific	1 member	
Central and West Asia and North Africa	1 member	
Regional Fora	1 member	
Foundations		1
Civil society/NGOs/farmers' organizations		1
Private sector		1
Total		20

5. The CGIAR Director serves as the executive secretary of ExCo. Rotating ExCo members have a term of 2 years. Each constituency agrees on rules defining its alternate members.
6. Selection of members: Selection is by consultation, not voting. Only CGIAR Members are eligible for selection to ExCo. Rotating members have a term

¹ Cosponsors hosting a System governance unit (such as the Science Council Secretariat and the CGIAR Secretariat) maintain a continuous membership on the ExCo. Rotation applies to Cosponsors not hosting such a unit.

of 2 years, with the proviso that initial members should be appointed to terms of varying length to ensure a balance between continuity and orderly rotation. ExCo members should represent diverse perspectives rather than fixed constituencies or countries. A balanced representation of perspectives (e.g., regional) should be sought in the selection and rotation of ExCo members.

7. The matrix below suggests how responsibilities are shared among the various elements of System governance.

Product	Timing	Stakeholders	CGIAR	Executive Council	Science Council	System Office	Centers and Challenge Programs
Planning Context	5 years	Collaborate	Approve	Oversee	Prepare	Facilitate	Collaborate
Planning Guidance	3-5 years	Collaborate	Approve	Oversee	Collaborate	Prepare	Collaborate
Medium Term Plans and Project Portfolio	Rolling 3-year plan reviewed annually	Collaborate	Approve	Oversee	Review the science	Consolidate	Prepare
Annual Operating Plan						Consolidate	Prepare and approve
Annual Financing Plans	October		Approve	Oversee		Consolidate	Prepare
Evaluation & Impact Assessment	Periodic	Collaborate	Decide	Oversee and follow up	Commission programmatic assessment jointly with System Office	Manage commission jointly with Science Council	Collaborate
Annual Ex-post Report	April			Oversee		Consolidate	Prepare

D. Meetings

8. Nature: ExCo shall meet face to face or in such virtual modes as video or audio conferencing or via the Internet.
9. Frequency: Semi-annually or as frequently as necessary to enable it to discharge its responsibilities, especially when decisions have to be made that cannot await adoption in a regular meeting. Adequate notice of at least 4 weeks is given before a meeting is held.
10. Location: Preferably hosted by a CGIAR Member or Center.
11. Agenda: A provisional agenda shall be made available by the CGIAR Director at least 2 weeks prior to an ExCo meeting, and a final agenda 1 week prior to the meeting. The agenda is simultaneously made available to ExCo members and all other CGIAR Members. ExCo and CGIAR Members may propose additions to the provisional agenda. The documentation for the meeting should be available at least a week before the meeting. ExCo shall, at the beginning of each meeting, adopt the agenda for the meeting. Any item included on the agenda for a meeting of ExCo but not considered in full at that meeting shall, unless ExCo decides otherwise, be automatically included on the provisional agenda for the next meeting. ExCo may decide to review such items and decide on them in virtual mode, where appropriate.
12. Transmittal of documents: All documents are to be made available to ExCo at least 7 working days in advance of a regular meeting and as soon as possible before a special meeting. To facilitate speedy dissemination, the documents are simultaneously made available on the CGIAR website at www.cgiar.org.
13. Attendance: ExCo meetings shall be open to all CGIAR Members as observers. The CGIAR Chair or the elected meeting co-chair may invite representatives of other organizations and entities to participate in ExCo meetings as observers.
14. Secretary: The CGIAR Director shall serve as the executive secretary of ExCo.
15. Quorum: Two-thirds of ExCo members shall constitute a quorum.
16. Elected meeting co-chair: At each meeting, ExCo shall elect a co-chair from among the CGIAR members of ExCo for the duration of that meeting. To ensure broad representation, the position of elected meeting co-chair shall change from one meeting to another. The elected meeting co-chair shall not relinquish any right as an ExCo member.
17. Languages: Interventions shall be made at ExCo meetings in English. Language assistance shall be provided whenever required by an ExCo member.

18. Interventions: Debate shall be confined to the question before ExCo, and the Chair and elected meeting co-chair may call a speaker to order if his/her remarks are not relevant to the subject under discussion. With the consent of ExCo, the Chair or elected meeting co-chair may limit the time allowed to speakers and the number of times a speaker may speak on any question.
19. Closure of list of speakers: During the course of a debate, the Chair may announce the list of speakers and, with the consent of ExCo, declare the list closed. When there are no more speakers on the list, the Chair shall declare the debate closed.
20. Closed Sessions: The CGIAR Chair, under special circumstances, may declare a session of the meeting closed. Each CGIAR member of ExCo can be represented at such a meeting by a maximum of two people.

E. Establishment of Committees

21. ExCo appoints *ad hoc* groups as necessary to consider and report on specific issues.
22. In addition, ExCo should examine the adequacy of the existing committee structure of the CGIAR, consider ways in which the CGIAR could improve its dialogue with civil society organizations, review the work of existing committees and, where appropriate, propose changes. Action on such changes requires the approval of the Group.

F. Decisions of the Council

23. The CGIAR does not have formal statutes, instruments or agreements. It is a consensual body, and consensus-based decisions are to be used as the regular way of conducting business.
24. Decisions without a meeting: Whenever, in the judgment of the CGIAR Chair, a decision must be taken by ExCo that should not be postponed until its next regular meeting but does not warrant calling a special meeting of ExCo, the CGIAR Director shall transmit to each member by any rapid means of communication a proposed decision with an invitation to approve the decision on a “no objection” basis. The objection period shall be not less than 2 weeks.

G. Record of the Meeting

25. Before the end of each meeting, the Chair and elected meeting co-chair shall present a brief joint summary of the main discussions and conclusions of the meeting. The System Office shall thereafter provide CGIAR members of ExCo with a draft of the minutes recording “decisions taken, for comment,” indicating that comments must be received within 7 working days. The final record of the

meeting, to be issued as a public document following adoption by ExCo members, shall be sent to CGIAR Members and posted on the CGIAR website within 30 days of the meeting's completion. Summaries of Closed Sessions shall not be posted.

H. Amendments to the Rules

26. ExCo may amend these rules by consensus.

VI. SCIENCE COUNCIL AND SECRETARIAT

A. Introduction

1. The Science Council (SC) is an independent scientific body of the Consultative Group on International Agricultural Research (CGIAR) System. The SC consists of its chair and six members.
2. Specifically, the activities of the SC and its chair are to
 - (a) constitute panels of world-class experts for peer review and/or evaluation of the activities of CGIAR Centers and Challenge Programs and for conducting specific studies;
 - (b) conduct periodic assessments of global and regional trends, scientific challenges, and research opportunities and prepare the planning context at the System level;
 - (c) provide a critical review of Systemwide strategic plans and the CGIAR project portfolio;
 - (d) review Challenge Program proposals and mount peer reviews as necessary for reviewing proposals;
 - (e) coordinate the CGIAR's science monitoring and evaluation (including oversight of the peer-review and other quality-assurance mechanisms used by the Centers);
 - (f) coordinate Systemwide impact assessment activities;
 - (g) undertake independent and authoritative policy-oriented studies on issues of global concern to international agricultural development;
 - (h) issue short and timely statements on research and policy issues of interest to the general public; and
 - (i) maintain, in partnership with leading scientific organizations, a global inventory and directory of world-class experts in agricultural sciences and related areas.
3. To facilitate its work, the SC appoints four standing panels, on
 - (a) strategies and priorities,
 - (b) monitoring and evaluation,
 - (c) mobilizing science and
 - (d) impact assessment.

4. Each panel has two members and a chair. The first three panels listed above are chaired by a member of the SC. The fourth, the Standing Panel on Impact Assessment (SPIA), has three external members, including the chair. The SPIA chair shall function *ex officio* as a member of the Science Council. The SC shall also convene *ad hoc* panels for highly focused functions as needed.

B. Meetings of the Science Council

5. The SC shall meet in regular session, at least twice a year and as frequently as necessary, face to face or in virtual mode. Four members of the SC and the chair shall constitute a quorum. In the event that the SC chair is not able to chair the meeting, he/she shall designate a member to act on his/her behalf.
6. The venue and dates of the meeting of the SC shall be determined by the SC chair after consultation with SC members.
7. The agenda for a regular meeting shall be planned by the chair, in close collaboration with the SC Secretariat executive director, and shall be distributed to members at least 1 month prior to the meeting.
8. The executive director of the SC Secretariat shall serve as secretary of SC meetings and be responsible for drafting the minutes of the meeting and sending them to SC members within 2 weeks for comments and final approval by the chair.
9. The standing panels shall meet as necessary, either face to face or in virtual mode.
10. The meetings of the SC and those of its standing panels shall be open to CGIAR Members as observers. However, the SC or panel chair has the right to close a session if the SC or panel needs to discuss an issue in camera. The SC shall develop specific rules for observers' participation in virtual meetings.
11. The SC chair reports directly to the CGIAR at its Annual General Meeting (AGM) and, between AGMs, to the CGIAR Chair and the Group's Executive Council (ExCo).

C. Selection and Appointment of SC Chair and Members

12. The chair and members of the SC shall be appointed through an open, transparent and global selection process based on a clearly defined selection criteria.
13. Candidates for selection as SC chair shall meet the following criteria:
 - (a) familiarity with the CGIAR System;
 - (b) eminence in a field of biological, physical or social science;
 - (c) international recognition for research achievements;

- (d) experience with a cross-disciplinary approach to scientific research;
 - (e) understanding of policy dimensions in development, including relationships between developing and developed countries and their institutions;
 - (f) broad knowledge of agriculture (crops and livestock), natural resource management, fisheries and forestry in the context of sustainable development, poverty reduction and the global environment;
 - (g) management experience, particularly in directing high-level scientific talent and in setting priorities; and
 - (h) capacity to lead the SC and provide guidance to its secretariat.
14. Candidates for selection as SC members should meet the following criteria:
- (a) familiarity with the CGIAR System;
 - (b) experience in research management and having to make judgments on competing priorities and objectives;
 - (c) being drawn, as a group, from diverse disciplinary backgrounds (biological, physical and social sciences; economics; etc.);
 - (d) possession, as a group, of a range of experience, especially relating to agricultural and natural resource research for international development; and
 - (e) professional and personal attributes compatible with the operational needs and global nature of the SC.
15. Nominations for the chair and/or members of the SC may be made, when vacancies arise, by individuals and leading scientific organizations worldwide, including, in particular, academies of science, national research councils, universities, centers of excellence and professional societies. An open, web-based approach as well as a targeted search process shall be adopted for receiving nominations.
16. ExCo shall appoint a search committee of eminent persons to evaluate the nominations received and then recommend to ExCo a list of candidates. The appointment of the chair and/or members of the SC shall be made by the CGIAR on the recommendations of ExCo.
17. The chair of the SC shall be appointed for a period of 3 years, which may be extended up to a total term of 5 years. Members of the SC shall be appointed for a period of 2 years, and their terms office may be renewed for up to 6 years, without further extension thereafter.

D. Selection and Appointment of SC Secretariat Executive Director

18. The procedure for selecting and appointing the CGIAR Science Council Secretariat executive director shall be in accord with the legal requirements of the Food and Agriculture Organization of the United Nations (FAO), as host of the SC Secretariat. The elements of this procedure are as follows:

- (a) A call for applications shall be posted on the FAO website, with a link from the CGIAR website, and advertised in leading pertinent international scientific journals. The CGIAR Secretariat shall invite CGIAR Members to propose candidates.
 - (b) A panel shall be constituted to search for and recommend candidates for appointment to the post. The panel shall be co-chaired by the SC chair and the FAO assistant director-general responsible for the CGIAR. Other members of the panel shall include two SC members and three CGIAR Members.
 - (c) The co-chairs may agree to select additional panel members from among CGIAR stakeholders within or outside of the CGIAR System. The search process shall be open, transparent and global. The panel shall select from applications received a list of candidates meeting the essential qualifications.
 - (d) Through an iterative process, the panel shall arrive at a pool of highly qualified candidates to be interviewed. The panel co-chairs, in consultation with the panel, shall jointly submit a ranked shortlist of up to three candidates to the FAO Director-General for appointment. The appointment shall be made from this shortlist unless a legal impediment intervenes or the proposed appointment is not consistent with the provisions of the *FAO Administrative Manual*.
19. The CGIAR Chair shall inform the CGIAR Membership, through ExCo, of the outcome of the selection process and appointment.

E. Selection and Appointment Procedure for Professional Officers of the SC Secretariat

20. The following procedures shall apply to the selection and appointment of professional staff to the SC Secretariat:
- (a) The SC chair and SC Secretariat executive director shall establish a selection panel. Posts shall be advertised according to established FAO rules and regulations, with proper linkages to the FAO and CGIAR websites.
 - (b) The selection panel shall select and interview suitable candidates. The SC chair and SC Secretariat executive director shall jointly submit a ranked list of up to three candidates to the FAO Director-General for appointment at grades P-5 and above or to the assistant director-general responsible for the CGIAR for grades P-4 and below.
 - (c) The appointment shall be made from this shortlist unless a legal impediment intervenes or the proposed appointment is not consistent with the provisions of the *FAO Administrative Manual*.
21. The SC chair shall inform the CGIAR Membership, through ExCo, of the outcome of the selection process and appointment.

F. Administrative and Secretarial Support

22. FAO agrees to make available the secretarial and administrative support staff judged by the SC Secretariat executive director to be qualified to meet the needs of the SC Secretariat.

VII. SCIENCE COUNCIL CHAIR

1. The SC chair is expected to have the following scientific expertise and experience:
 - (a) eminence in a field of biological, physical or social science;
 - (b) international recognition for research achievements;
 - (c) experience with a cross-disciplinary approach to scientific research;
 - (d) a good understanding of policy dimensions in development, including relationships between developing and developed countries and institutions therein;
 - (e) broad knowledge of agriculture (crops and livestock), natural resource management, fisheries and forestry in the context of sustainable development, poverty reduction and the global environment; and
 - (f) an understanding of the CGIAR System.
2. The SC chair shall have the following leadership and management attributes:
 - (a) visionary leadership with global perspective and outstanding communication skills;
 - (b) the ability to think strategically and analyze complex issues;
 - (c) management experience, particularly in directing high-level scientific talent and setting priorities; and
 - (d) capacity to lead the SC and provide guidance to its secretariat.
3. The SC chair shall manage the SC's work with the help of the SC Secretariat (headed by an executive director and located at FAO in Rome), including planning and chairing SC meetings, effectively guiding the SC and SC Secretariat staff, and maintaining a close working relationship with the CGIAR Chair and Director.
4. The SC chair shall effectively convey to appropriate audiences the independent advice and judgments of the SC on strategic issues, research priorities and the quality of the scientific programs, including Challenge Programs, supported by the CGIAR.

VIII. INTERNATIONAL AGRICULTURAL RESEARCH CENTERS

1. The Centers are independent but interdependent for their well-being with other independent entities of the CGIAR System: the Members and the Science Council. Each Center has its own host country agreement and constitution.
2. A Center's Board of Trustees (the Board) carries the ultimate responsibility for all aspects of Center strategy, financial integrity, risk management, human resource policy and delivery of agreed outcomes. It may use various review processes and consultants to assist in the discharge of these responsibilities.
3. The Board appoints the Director General and holds him/her accountable for the operation of the Center. The Director General is delegated wide discretionary powers to enable him/her to achieve the mission and goals of the Center.
4. The Director General is a Board member.
5. The Board has rules of procedure and operation and a code of conduct.
6. The Board, in consultation with CGIAR Members and stakeholders, appoints Board members when vacancies arise.
7. The Board members appoint the Board chair.
8. The Board chair (or, in some instances the Board as a whole, depending on the Center's constitution) appoints the chairs of the subcommittees of the Board, the number and composition of which are described in the constitution of each Board. Most Boards have committees on program, finance and audit, and human resources (which may also act as the nominations committee for new Board members). The Board may appoint additional *ad hoc* committees to deal with particular issues confronting the Center.

IX. ALLIANCE OF CENTERS OF THE CGIAR: PRINCIPLES AND PROCEDURES (27 APRIL 2006)

A. Preamble

1. Stimulating Progress – the need for Collective Action

1. The CGIAR is a unique, global organization. The diversity of its institutions endows the CGIAR with energy and creativity, and a broader collective grasp of research issues and answers than would be allowed in an otherwise more homogenous institutional culture. Taking the utmost advantage of the rich tapestry of collective talents held by the Centers and putting them to work for the poor is the process that enhances this quality of the CGIAR. For the Centers, the ability to continue to enhance this process requires a new and effective way of thinking about how we work together.
2. The first Centers were created to “support research and technology that can potentially increase food production in the food-deficit countries of the World.” The logic was that, by increasing staple commodity production, we would automatically increase the well-being of the poor—the inspiration and goal underpinning the work of the System. In time, it became clear that the relationship between increased production and well being was neither as simple nor as linear as had been imagined.
3. Accordingly, both the CGIAR and the Centers evolved, adapting to a more complex reality by committing to a more complex mission: *“to contribute to food security and poverty eradication in developing countries through research, partnership, capacity building and policy support promoting sustainable agricultural development based on the environmentally sound management of natural resources.”* Today, global initiatives require the Centers to address an even broader range of challenges. We pulled together, taking every measure necessary to enhance our ability to work as a collective, in order to make a significant contribution to their implementation.

2. Our Track Record

4. Collective action is not new to the CGIAR. There are numerous examples of successful joint actions — large and small.
5. In the early 1990s, the CGIAR approved the creation of System-wide Programs and Ecoregional Programs (SWEPs). The goal was to formalize and promote collaboration among the Centers. The Ecoregional Programs had the added objective of facilitating the Centers’ capacity to respond to the CGIAR’s new research agenda on natural resource management. Today, the System has 11 System-wide Programs and 6 Ecoregional Programs.

6. In 2001, the CGIAR System put into place a number of reforms. Among the reforms, a System Office was created to improve effectiveness and efficiency in financial, administrative and human resource management. Several initiatives, hosted and funded by the Centers, were placed under the umbrella of the System Office. These initiatives, and others outside the System Office, whose collective purpose was to allow the Centers to share costs and best practices, have been extremely successful. They include a shared salary, pension and benefit system (AIARC); a communally organized contract for telecommunications (ICT-KM); shared library subscriptions at lower service costs (the Library Consortium); an Internal Audit Unit; and Human Resources (SAS-HR), Gender & Diversity (G&D) and Intellectual Property (CAS-IP) Programs that are developing leading-edge policies and sharing best practices across the System.
7. A second pillar of the reform process — that comprising the Challenge Programs — became operational in 2003 and has received strong support and participation from the Centers. The Challenge Programs were conceived as vehicles for mobilizing the new and bigger partnerships needed to address major high-profile challenges on the CGIAR's ever more complex research agenda.

3. The Challenges

8. The capacity of the Centers to respond collectively to development challenges and to operate more cost efficiently as a result of resource sharing has improved markedly over the past decade as a result of CGIAR System reform and additional initiatives taken by the Centers themselves. However, the Centers recognized that putting in place an effective mechanism to foster more effective collective action would require greater attention to institutional learning, a sharper analysis on when collective action is more effective than action by individual Centers, the development of incentives for rewarding collective action and tools to measure the performance of collective action. It would also require an effective conflict resolution mechanism.
9. In order to provide the necessary leadership and executive capacity, the Centers have decided to create the Alliance of Centers and to develop the present principles and procedures to guide its operation.

4. The Benefits

10. The Alliance was established by the Centers to achieve the following benefits:
 - (a) **For partners and stakeholders**, the Alliance provides more efficient access to the expertise of all the Centers without overburdening the expertise and facilities of partners, especially weaker NARS. The benefits will be more effective program outputs and outcomes.

- (b) **For CGIAR Members and donors**, the Alliance provides the channel for consolidated Centers' contributions to CGIAR business. It creates more efficient and effective programs on key themes by harnessing the full capacities of the Centers to tackle the issues raised. It provides CGIAR Members with a powerful mechanism to encourage greater cooperation among Centers and with greater confidence that agreed outputs and outcomes will be achieved. It enables more complex problems to be tackled effectively and will add value to CGIAR member contributions.
- (c) **For the System**, the Alliance provides a vehicle for greater consistency in Center policies as well as a means by which decisions of the System will be more efficiently and effectively implemented. This vehicle is further strengthened by the fact that acceptance and compliance with the decisions of the Alliance will be facilitated through the accountability of an Alliance Executive and an Alliance Board. The Alliance champions the reforms that may be needed in the structure, governance, and programs of Centers. It develops performance indicators to evaluate the contribution of Centers to the CGIAR and to its collective endeavours in line with the existing System-wide Performance Measurement scheme.
- (d) **For Centers**, the Alliance provides a formal basis for confident participation in collective action with sister Centers and other agencies on major global agricultural, forestry, fisheries and water issues for which no one Center could deliver alone. It creates a mechanism that enables Centers to speak and negotiate authoritatively with a united voice on common issues and to achieve economies of scale through such measures as programmatic alignment and use of common services. The Alliance provides a forum for the Centers to discuss the implementation of the CGIAR mission at the operational level and provides a focal point for enhancing corporate spirit and action. The Alliance also provides an effective mechanism to prevent and resolve conflicts that may otherwise limit progress and intended impacts. The Alliance will develop mechanisms to help Centers continually upgrade their performance so that the reputation of the whole CGIAR System is protected.

B. Mission, Objectives, Functions and Principles

1. Mission of the Alliance

- 11. To enable the Centers of the CGIAR to contribute more effectively and efficiently to the mission of the CGIAR by cooperating and pooling their resources whenever and wherever needed.

2. Objectives and Functions of the Alliance

- 12. The objectives are to:
 - (a) help evolve and improve the CGIAR System;

- (b) be a collective, unified voice for the Centers on matters requiring a common position;
- (c) contribute to on-going Center and Board components of System reform;
- (d) strengthen and build on existing collective actions to create greater impact thereby strengthening the Centers' contributions to the CGIAR mission, while respecting the principle of subsidiarity;
- (e) create opportunities for enhanced collective action that uses the complementary skills and knowledge of the Centers and their partners and the ensuing economies of scale; and
- (f) provide a mechanism for binding decisions to resolve conflicts among Centers that cannot be resolved by the Centers themselves.

13. The functions are to:

- (a) Develop and sustain outstanding collective partnerships between Centers and external partners through:
 - (i) building and sustaining partnerships on shared vision, complementary skills, commitment to execution of agreed plans, mutual respect; and
 - (ii) recognizing, promoting and applying best practice in partnerships as reflects the mission of the CGIAR.
- (b) Increase the effectiveness and efficiency of inter-Center collaboration and collective action through:
 - (i) providing precise channels for developing, agreeing and implementing a strategic agenda for collective actions, including policies, on matters where a common position or action is advantageous;
 - (ii) developing and using efficient, logical and transparent mechanisms to select, fund, manage and support System-wide and multi-Center programs; and
 - (iii) providing incentives for inter-Center collaboration and creating economies of scale by reducing duplication and excessive competition among Centers.
- (c) Position the Centers to manage organizational change through:
 - (i) creating seamless access to the knowledge and services of all Centers;
 - (ii) creating greater public and CGIAR System awareness of collaborations and collective actions and their successes;
 - (iii) enhancing the level of support in collective policy development, resource mobilization, public relations and services;
 - (iv) investigating and developing new areas of services and support best provided collectively;
 - (v) creating mechanisms to help the Centers to continuously upgrade their performance, especially in collective actions, to enhance the reputation of all Centers and the CGIAR;
 - (vi) facilitating the creation of Center Clusters under the Alliance; and

- (vii) contributing to processes of reform as needed to help ensure efficiency and effectiveness of the Centers in carrying out the work of the CGIAR including facilitating improved governance systems.
- (d) Resolve conflicts amongst Centers in disputes related to collective action through:
 - (i) creating clear principles and practices for collective action, including clear arrangements among collaborating partners;
 - (ii) implementing a stepwise process for resolving issues that arise consisting of:
 - a. encouraging the affected Centers to enter into dialogue to resolve the conflict;
 - b. involving the Alliance Executive (AE), upon request from the affected Centers, to address the conflict if it cannot be resolved by the affected Centers through dialogue; and
 - c. involving the Alliance Board if the decision by the AE is disputed by any party (the decision of the Alliance Board will be final and binding on the affected Centers); and
 - (iii) implementing a progressive scale of sanctions in respect of Centers that do not abide by the binding decision.

3. Principles of the Alliance

14. The following are the principles of the Alliance:

- (a) In conforming with the mission of the CGIAR, the allegiance of the Alliance is first and foremost to the poor.
- (b) All Centers supported by the CGIAR are members of the Alliance. Collective actions are based on the principle of partnership among equals, internally and externally.
- (c) Collective action implies mutual respect among Centers and no hierarchy of Centers. Except under clearly defined circumstances, such as Centers' mandates, no Center can automatically assume leadership for an action that cuts across Centers' mandates. Centers do not assume line responsibility for other Centers' staff.
- (d) The Centers are to ensure transparency through open communication among themselves and with partners and stakeholders.
- (e) The problem to be addressed or the opportunity to be sought through collective action is to be approached through assembling the best possible team(s) or mechanism from Centers' resources and in cooperation with partners.
- (f) Priority setting, on issues that would benefit from a collective approach, is to be based on open, transparent practices, including stakeholder consultation with participating Centers, research and development partners and investors.
- (g) For areas identified as collective-action initiatives of the Alliance, each participating Center is accountable to the collective-action's steering mechanism, which is accountable to the stakeholders.

- (h) While the principle of the Alliance is to promote harmonious collective action, any conflicts that arise in this context are to be resolved among the Centers through the conflict resolution mechanism adopted by the Alliance. The Alliance Board's decision is final and binding on the affected Centers.
- (i) For each collective action, problem to be solved or opportunity to be captured, clear specifications and reachable objectives are to be identified by the AE or a cluster of Centers (the participating Centers). The obligations of each party and the mechanisms and processes relating to the settlement of disputes between parties are to be clearly defined.
- (j) Shared standards and practices (for administration and science) are to be employed whenever justified to minimize transaction costs and increase efficiencies.
- (k) Best practice in relation to conflicts of interest apply to the members of the Alliance Executive and Board in the conduct of the business of the Alliance.

4. Commitment of the Centers

- 15. The Centers agree to the Alliance Principles and Procedures, and to abide by the decisions of the Alliance regarding all collective actions.

5. Collective Action

- 16. The Alliance is designed to enable the Centers' collective efforts to be more effective when the Centers work with external partners and with each other in those areas where there is a comparative advantage in working collectively. The Alliance is also designed to allow Centers to support organizational change when this is deemed necessary. Collective action can occur in many different forms, such as in collaborative research programs, partnership formation above the level of one Center, in capacity building, and in corporate and scientific services.
- 17. A collective action may take the form of an Alliance-wide collective action, encompassing matters of common interest to all Centers on which a common position or decision is judged to be beneficial to the interests of the CGIAR. In such cases the decision to establish the collective action shall be taken by agreement of all members of the Alliance.
- 18. Other collective actions shall be established by agreement of all of the Centers participating in the collective action.
- 19. Based on strategic guidance by the AB, the AE or the Directors General of the Centers concerned will identify opportunities for, establish and implement collective action.

20. Decisions taken within the framework of a collective action concerning its implementation shall be binding in accordance with the provisions set out below in the section on “Decisions of the Alliance”.
21. In collective actions, the obligations of each party and the mechanisms and processes related to the settlement of disputes are to be clearly defined in an agreement at the outset of the activities in a manner that is consistent with the Principles set forth above. Modifications of the obligations of the parties can not be imposed upon participating Centers by a majority vote.

C. Structure, Membership and Governance

22. The Alliance consists of four components: the Centers, the Alliance Board, the Alliance Executive and the Alliance Office.
- (a) The member Centers of the Alliance are the Centers supported by the CGIAR.
 - (b) The Alliance Board consists of the Board Chairs of the Centers. The Board may co-opt one or two persons who are independent from any Center to complement the skills of the Alliance Board on a case-by-case basis. These co-opted members shall have no vote on the Alliance Board.
 - (c) The Alliance Executive consists of the Directors General of the Centers.
 - (d) The Alliance Office is one of the components of the CGIAR System Office and facilitates the business of the Alliance.

1. Membership of the Alliance, Center Obligations and Sanctions

23. All Centers supported by the CGIAR are members of the Alliance and endorse these Principles and Procedures. Each Center sends to the Alliance Board, through the Alliance Office, an instrument signed by both the Board Chair and the Director General of the Center, on behalf of the Center’s Board, affirming the Center’s endorsement of the Alliance Principles and Procedures and commitment to:
- (a) contribute to the Mission and Objectives/Functions of the Alliance;
 - (b) adhere to the Principles of the Alliance; and
 - (c) abide by the decisions of the Alliance Board and the AE taken within the framework of a collective action concerning its implementation.
24. Centers that do not abide by the commitments spelt out in the Alliance Principles and Procedures shall be subject to such sanctions as the Alliance Board may decide in accordance with the Principles set forth in this document, including, as appropriate:
- (a) disclosing the Center’s action to the Center’s Board;
 - (b) disclosing the Center’s action to the other CGIAR components, through such organs as the Science Council and the Executive Council; and
 - (c) in extreme cases, barring the non-compliant Center from participating in new collective action initiatives or continuing in the collective action at issue until the Center complies with the decision in question.

2. Alliance Board Roles and Responsibilities

25. These are to:

- (a) demonstrate initiative in responding to CGIAR opportunities and challenges that are common to Centers;
- (b) develop a collective viewpoint on good governance and policy issues that affect strategic directions of Centers and effective responses to key development challenges;
- (c) encourage cooperation among the Centers and an Alliance-wide approach on issues of common interest;
- (d) provide strategic guidance to collective action by the CGIAR Centers;
- (e) develop performance measures to evaluate contributions of Centers to CGIAR collective endeavours in line with the existing CGIAR Performance Measurement scheme;
- (f) interact with the AE to facilitate and encourage inter-Center functions and activities (such as joint planning) and to present Center viewpoints to CGIAR stakeholders;
- (g) resolve disputes among Centers related to collective actions, and impose sanctions on individual Centers where necessary. This will be done in a fashion that avoids conflicts of interest;
- (h) interact with the AE and the Alliance Office to ensure transparency and good governance;
- (i) interact with the CGIAR System providing information to and from Center Boards, including information on collective action initiatives, opportunities, and decisions; and
- (j) facilitate linkages and exchanges among the Centers, CGIAR members, and other parties who share the CGIAR vision and ideals.

3. Alliance Executive Roles and Responsibilities

26. These are to:

- (a) identify opportunities and needs for collective actions and establish and implement them;
- (b) involve national, regional and international partners in collective actions, as appropriate;
- (c) promote best practices and standards in Centers' work, including harmonized medium-term planning and reporting;
- (d) strive for individual Centers' efficiency, effectiveness, and sound business practices through transparency in performance as a base for collective strength;
- (e) strive for efficiency in addressing global concerns and meeting global targets;
- (f) create new System-wide working methods and norms;
- (g) support the development of harmonised human resource and financial management policies, procedures and tools;

- (h) reinforce partnerships and forge new linkages;
- (i) stimulate cross-fertilization of ideas and support institutional learning;
- (j) reduce tensions and inefficiencies within the System;
- (k) ensure that appropriate mechanisms for collective action are developed;
- (l) elaborate and implement conflict resolution mechanisms and refer unresolved issues to the Alliance Board for final decision;
- (m) strengthen the voice of the Centers within and outside the System, and create better awareness of the success of collective actions; and
- (n) enhance communication among Centers and with other components of the System.

4. Alliance Officers

27. The Alliance officers shall be:

- (a) the Chair of the Alliance Board, who shall be elected by the voting members of the Alliance Board in accordance with such procedures as the Alliance Board may decide; the Chair of the AB shall be responsible for leading the AB in its strategic guidance on collective actions, fulfilling its obligations in resolving conflicts, and initiating other actions necessary to carry out AB responsibilities.
- (b) the Chair of the Alliance Executive, who shall be elected by the members of the Alliance Executive in accordance with such procedures as the Alliance Executive may decide; the Chair of the Alliance Executive shall be responsible for the operations of the Alliance, shall represent the Alliance, shall report periodically to the Chair of the AB on the performance of the Alliance Office and shall act as its Executive Officer; and
- (c) the Chief Alliance Officer, who shall be appointed by the Alliance Executive, after consultation with the Alliance Board; the Chief Alliance Officer shall be the head of the Alliance Office and shall report to the Chair of the Alliance Executive. The Chief Alliance Officer shall also be a Unit Head of the CGIAR System Office, whose duties shall include — under the direction of the Chair of the Alliance Executive — maintaining a register of all agreed collective actions, supporting and facilitating the planning, development and implementation of collective action among the Centers, liaising with other components of the System Office and all components of the CGIAR, preparing the agenda and documentation for the meetings of the Alliance Board and Executive, and ensuring the implementation of the decisions by the Alliance Board and Executive. Also, the Chief Alliance Officer shall support the Chair of the Alliance Board in his/her Alliance duties.

5. Decisions of the Alliance

28. Revisions of the Principles and Procedures have to be agreed by all members of the AE and the AB.

29. Decisions to establish an Alliance-wide collective action shall be taken by agreement of all the members of the Alliance Executive. Decisions to establish collective actions at a lesser than Alliance-wide level shall be taken by agreement of the Centers participating in the collective action in question and by informing the Alliance Board of this consensus.
30. Decisions taken within the framework of an Alliance-wide collective action concerning its implementation shall be taken wherever possible by agreement of all members of the Alliance Executive. Where it is not possible to reach consensus on a particular matter, decisions may, as a last resort, be taken by a vote that represents at least a three-fourths majority of the total membership of the Alliance. Where not all members are present at the meeting of the Alliance at which a decision is to be taken by a three-fourths majority vote, and it is not possible to obtain a three-fourths majority of the total membership of the Alliance in the absence of some members, the Chair or Chief Alliance Officer must contact the non-attending members in order to obtain their votes.
31. Decisions taken within the framework of collective actions at a lesser than Alliance-wide level concerning their implementation, shall be taken wherever possible by agreement of all members of the Alliance participating in the collective action in question. Where it is not possible to reach consensus on a particular matter, decisions may, as a last resort, be taken by a vote that represents at least a three-fourths majority of the members of the Alliance participating in the collective action, according to procedures similar to those applicable to Alliance-wide decisions.
32. After establishment of a collective action with its instrument of agreement, no additional obligations, responsibilities or other commitments can be imposed on a member without its consent.
33. All decisions taken within the framework of a collective action in accordance with the above procedures shall, in the case of an Alliance-wide collective action, be binding on all members of the Alliance, and, in the case of collective action at a lesser than Alliance-wide level, shall be binding on all members of the Alliance participating in the collective action in question.
34. Procedures for resolving disputes in collective actions are to be applied by the Alliance in a manner consistent with the Principles set forth in this document. Where a decision regarding a collective action is reached by the Alliance Board, all the Centers concerned shall promptly abide by that decision.
35. The Alliance Principles and Procedures contained in this document do not amend or supersede the constituent instruments of individual Centers. In the event that a Center is unable to comply with a decision on the grounds of its constituent instrument, it shall circulate its assessment of the situation,

in writing, among the other members of the Alliance, within one month of the decision in question. The Alliance and the Center in question shall undertake best efforts to find a mutually satisfactory solution to the problem.

6. Amendments

36. These Principles and Procedures may be amended by common agreement of all Centers that are members of the Alliance.
37. Amendments will normally be considered at a joint meeting of the Alliance Board and the Alliance Executive. Arrangements may be made where necessary for participation by electronic means by Centers that cannot be physically represented at such a joint meeting.
38. Unless otherwise decided by consensus an amendment will be effective upon its adoption by the joint meeting.

7. Withdrawal

39. Any Center that is a member of the Alliance may withdraw from membership of the Alliance by giving written notice of its withdrawal to the Alliance Board, through the Alliance Office.
40. Any such notice of withdrawal will become effective one year after its receipt by the Alliance Office.
41. Centers withdrawing from the Alliance will still be expected to honour the terms of any specific agreements entered into during their period of membership of the Alliance.

D. Linkages

42. The Alliance shall have strong linkages with all the components of the CGIAR System as well as with stakeholders outside the System.
 - (a) Within the CGIAR System – the Alliance shall foster the flow of information on collective action to:
 - (i) CGIAR members, donors, and stakeholders; this shall be done primarily through the participation of the Chair of the Alliance Board and the Chair of the Alliance Executive in meetings of the Executive Council and the Annual General Meeting of the CGIAR;
 - (ii) the Science Council: the Alliance and the Science Council shall have an important relationship as the Science Council is responsible for advice to the CGIAR System on the totality of the work of the Centers, including collaborative programs; the Alliance shall communicate to the Science Council its strategic considerations

- that could be relevant in setting program priorities and obtaining resources for collective action programs; and
 - (iii) other committees and working groups of the CGIAR, as appropriate.
- (b) Outside the CGIAR System — the Alliance shall liaise with other relevant bodies, as appropriate, to strengthen the capacity to promote the CGIAR mission; in so doing, such liaison shall be in full cooperation with other CGIAR entities, and in compliance with the procedures and priorities of the whole CGIAR System.

X. GENETIC RESOURCES POLICY COMMITTEE

1. The Genetic Resources Policy Committee (GRPC) is an advisory committee of the CGIAR consisting of 11 members and providing the perspectives of a diversity of interests and constituencies. Each committee member serves in his/her personal capacity. Expertise in genetic resource science, management and policy issues are key criteria in identifying the chair and members of the GRPC. The chair and each member shall serve for a term of 3 years with the possibility of a single renewal.
2. The GRPC chair and members are appointed by the CGIAR Chair, who shall seek nominations for the following positions:
 - (a) one chair,
 - (b) two CGIAR members (nominated by the CGIAR Membership),
 - (c) one national agricultural research system genetic resources institution leader (nominated by the Global Forum on Agricultural Research),
 - (d) one nongovernmental organization (NGO) member (nominated by the NGO community),
 - (e) one farmer member (nominated by farmers' organizations),
 - (f) one private sector member (nominated by private sector organizations),
 - (g) one Science Council member (nominated by the Science Council),
 - (h) one Center Board chair (nominated by the Alliance Board), and
 - (i) two Center directors (one of whom is the Director General of Biodiversity International, who serves as the secretary of the GRPC, and the other to be nominated by the Alliance Executive).
3. In addition, a representative of the Food and Agriculture Organization of the United Nations shall participate in the GRPC as an observer.
4. The GRPC chair shall normally be identified from among the GRPC members and appointed by the CGIAR Chair, following consultations with relevant constituencies.
5. The GRPC is expected to meet at least once a year for approximately 2 days and to conduct business electronically between meetings. The GRPC may invite to its

meetings resource persons from within and outside the CGIAR according to the business at hand.

6. The GRPC shall
 - (a) organize workshops and commission studies as required by its terms of reference, subject to the availability of funds, and
 - (b) participate in international fora on genetic resources as and when necessary.
7. The Committee shall annually submit a work program and budget to the Executive Council of the CGIAR. The budget shall cover the operating expenditures of the GRPC, including an honorarium and travel expenses for the chair. Expenses incurred by GRPC members when participating in GRPC activities shall normally be covered by their respective constituencies.
8. The GPRC budget shall be funded through an allocation of CGIAR funds contributed by the World Bank and other CGIAR Members.

XI. PARTNERS

A. Civil Society Organizations

9. The CGIAR is committed to interacting fully with civil society to strengthen mutual understanding and better shape research-for-development programs for the benefit of the poor, building on the knowledge and capacities of civil society organizations.
10. Continuing relationships with civil society are planned and implemented in consultation with an Advisory Group of civil society organizations.
11. Through these partnerships, the CGIAR brings into its discussions the perspectives of small producers, their organizations and a broad range of civil society stakeholders.

B. Private Sector Committee

12. The mission of the Private Sector Committee (PSC) is to provide a private sector perspective to the CGIAR regarding the current status and future needs of global agricultural research. Through its membership, the committee reflects the views of national and international enterprises for profit of varying scale and with direct interest in agricultural research.
13. The eight-member PSC serves as a link between the CGIAR and the private sector at large and aims to forge new alliances for improving food security and the quality of the environment. It helps identify collaborative research opportunities of mutual benefit.

14. It develops strategies to foster and develop new programmatic partnerships that fully exploit the strengths, networks of relationships and comparative advantages of the CGIAR and the private sector.
15. PSC members are drawn from the principal subsectors that are of particular interest to the CGIAR, namely agribusiness, fertilizer and crop protection, seeds/biotechnology, animal health/biotechnology, animal production, forestry, and fisheries. Committee members serve in their personal capacity.
16. The PSC meets at least twice a year in virtual mode or face to face, communicates frequently in virtual mode, and reports to the Group at its Annual General Meetings. The PSC chair is assisted as required by a staff member of the CGIAR Secretariat, who serves as secretary to the committee.
17. The PSC creates its own annual work program. The CGIAR finances the activities and operations of the PSC, supported by contributions in kind from PSC members.

XII. SYSTEM OFFICE

A. Organization

1. The System Office is composed of the entities providing common services to the CGIAR System and integrates their activities. As of February 2007, the System Office consists of the following nine units:
 - (a) Central Advisory Service on Intellectual Property (CAS-IP),
 - (b) CGIAR Secretariat,
 - (c) Chief Information Officer's Unit (CIO),
 - (d) Gender & Diversity Program (G&D),
 - (e) Internal Audit Unit (IAU),
 - (f) Media Unit,
 - (g) Science Council Secretariat,
 - (h) Strategic Advisory Service on Human Resources (SAS-HR), and
 - (i) Alliance Office.
2. The number of units may be increased or reduced over time.
3. The System Office operates in a virtual and decentralized mode, with its components located where it makes the most business sense. Relations among the components may be defined through contracts or memoranda of agreement.

B. Clients

4. The System Office is expected to serve the following key clients:
 - (a) the CGIAR System as a whole, by facilitating the development of processes for refining and implementing a common vision, strategy and integrative programs and by developing and implementing public-awareness and resource-mobilization strategies;
 - (b) CGIAR Members, by facilitating a better understanding of and accountability to their interests and a better understanding of changes in the global environment, as well as by helping craft suitable responses by the CGIAR System to emerging threats and opportunities;
 - (c) the Executive Council, by facilitating follow up of its decisions and recommendations, serving as its secretariat, and supporting the Annual General Meeting and other assemblies of System stakeholders;
 - (d) the Science Council, by providing it with scientific, technical and administrative support and ensuring that its decisions are efficiently implemented; and
 - (e) the Centers as a group, by facilitating the harmonization of policies, capacity building for learning and adaptation, and greater cost-effectiveness in the delivery of common services.

C. Main Functions

5. The work of the System Office covers four functional categories:
 - (a) strategic planning and development,
 - (b) monitoring and evaluation,
 - (c) public awareness and resource mobilization, and
 - (d) management services.
6. Under each of these functional categories, the System Office is expected to reach four goals:
 - (a) help the CGIAR formulate strategies on a macro level,
 - (b) support Systemwide organizational excellence,
 - (c) enhance Center capacity, and
 - (d) further develop internal and external partnerships.

D. Guiding Principles

7. The System Office is expected to abide by the following guiding principles:
 - (a) Suitability, quality and cost-effectiveness shall be prime determinants of where and how any given activity would be implemented.
 - (b) Observing the principle of subsidiarity, the role adopted and where in the System Office it is performed shall be specific to each function.
 - (c) Avoiding duplication of effort and creating synergies means better cost-effectiveness.

- (d) The relationships between the System Office and the components of the System shall be collegial, rather than coercive, and combined with a clear designation of authority and accountability.
- (e) Heightened adaptability and progress leads to becoming a learning system.

E. Working Procedures

8. Overall oversight of the System Office is provided by a steering committee composed of the CGIAR Director, Science Council chair and chair of the Alliance Executive of the previous year. The governance structure may be periodically reviewed and redesigned by the steering committee in consultation with all components of the System Office.
9. The System Office shall produce an integrated operating plan (IOP), which is an annual reporting and planning document that provides a single and coherent view of the System Office and its units.
10. The IOP is a vital element of the System Office concept. This document serves as a form of contract among the entities, organizing and integrating their work. It also provides a means for the Executive Council to monitor the System Office and subsequently exercise influence over its activities.
11. The IOP
 - (a) highlights the expected outputs and deliverables, indicators and milestones for monitoring progress, and budget available for the year for each entity or set of key activities;
 - (b) is prepared in a participatory manner using inputs from all entities, with decisions made in a transparent and collegial manner; and
 - (c) enables the CGIAR Director to report to the Executive Council and the CGIAR with succinct reports, using a common format, from the respective heads of the entities.