

# **Consultative Group on International Agricultural Research**

**Annual General Meeting  
Business Meeting  
December 7-8, 2005  
Marrakech, Morocco**

**Summary Record  
of  
Proceedings**



*CGIAR Secretariat  
(A CGIAR System Office Unit)  
Washington, DC  
January 23, 2006*



## Abbreviations and Acronyms Used

AB	Alliance Board of the CGIAR-supported Centers
AE	Alliance Executive of the CGIAR-supported Centers
AGM	Annual General Meeting
ASB	Alternatives to Slash and Burn
CAC	Central Asia and the Caucasus
CBC	Committee of Board Chairs
CDC	Center Directors Committee
CGIAR	Consultative Group on International Agricultural Research
CP	CGIAR Challenge Program
CSO	Civil Society Organization
CWANA	Central and West Asia and North Africa
DAC	Development Assistance Committee
DDG	Deputy Director General
DG	Director General
DSGD	Development Strategy and Governance Division
EIARD	European Initiative for Agricultural Research for Development
EPMR	External Program and Management Review
ESA	East and Southern Africa
ExCo	CGIAR Executive Council
FAO	Food and Agriculture Organization of the United Nations
GDPRD	Global Donor Platform for Rural Development
GFAR	Global Forum for Agricultural Research
GOFAU	Global Open Food and Agricultural University
GRPC	CGIAR Genetic Resources Policy Committee
HR	Human Resources
IFAD	International Fund for Agricultural Development
IMMS	International Meetings Management and Services
INRA	Institut National de la Recherche Agronomique, Morocco (National Agricultural Research Institute)
IPG	International Public Goods
IRS	Internationally Recruited Staff
ISNAR	International Service for National Agricultural Research
LAC	Latin America and the Caribbean
MTP	Medium-term Plan(s)
MDG	Millennium Development Goal(s)
NARS	National Agricultural Research System
NGO	Non-Governmental Organization(s)
NGOC	CGIAR Non-Governmental Organizations Committee
NRM	Natural Resources Management
NRS	Nationally Recruited Staff
PGRFA	Plant Genetic Resources for Food and Agriculture

PM	Performance Measurement
PSC	Private Sector Committee
SC	Science Council
SKEP	Scientific and Know-How Exchange Program
SNC	Search and Nominations Committee
SPIA	Science Council's Standing Panel on Impact Assessment
SRO	Sub-regional Organization
SSA	Sub-Saharan Africa
SWEP	Systemwide and Eco-regional Program
TF	Task Force
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
WCA	West and Central Africa

## **International Agricultural Research Centers Supported by the CGIAR**

Centro Internacional de Agricultura Tropical (CIAT)

Center for International Forestry Research (CIFOR)

Centro Internacional de Mejoramiento de Maiz y Trigo (CIMMYT)

Centro Internacional de la Papa (CIP)

International Center for Agricultural Research in the Dry Areas (ICARDA)

International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)

International Food Policy Research Institute (IFPRI)

International Institute of Tropical Agriculture (IITA)

International Livestock Research Institute (ILRI)

International Plant Genetic Resources Institute (IPGRI)

International Rice Research Institute (IRRI)

International Water Management Institute (IWMI)

The Africa Rice Center (WARDA)

World Agroforestry Center (ICRAF)

WorldFish Center (WorldFish)

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All documents for AGM05 are available at <http://www.cgiar.org/meetings/agm05/business.html>

## **Revised Agenda**

**Wednesday, December 7, 2005**

### **Agenda Item 1. Opening Session**

- (a) Chairman's Opening Remarks
- (b) Adoption of the Agenda

### **Agenda Item 2. CGIAR Status Report**

- (a) Progress Report from ExCo
  - Compensation Study
  - Performance Measurement System
  - Discussion

### **Agenda Item 3. Program Matters**

- (a) CGIAR Priorities and Strategies: 2005-2015
  - Overview
  - Strengthening the Research-Development Linkage in the CGIAR
  - Implementing CGIAR Priorities: Next Steps
  - Discussion and Decision Making

### **Agenda Item 4. Evaluation**

- (a) External Program and Management Review of IFPRI
  - Presentation by Panel Chair
  - Responses by IFPRI
  - Comments from SC and CGIAR Secretariat
  - ExCo Recommendations to the CGIAR
  - Discussion and Decision Making

**Thursday, December 8, 2005**

### **Agenda Item 11. Closed Session**

- (a) Chairmanship of the CGIAR
- (b) SC Membership

### **Agenda Item 4. Evaluation (cont'd)**

- (b) External Program and Management Review of CIMMYT
  - Presentation by Panel Chair
  - Comments from SC and CGIAR Secretariat
  - Special Report by CIMMYT
  - ExCo Recommendations to the CGIAR
  - Discussion and Decision Making

**Agenda Item 5. Governance Matters**

- (a) SSA Task Forces Follow-up
  - Progress Report and Next Steps
  - ExCo Recommendations to the CGIAR
  - Discussion and Decision Making
- (b) Funding System Priorities Task Force
  - Report from Task Force
  - Discussion and Decision Making

**Agenda Item 6. Program Matters (cont'd)**

- (a) Report from the Science Council
  - Discussion

**Agenda Item 7. Perspectives from the Centers**

- (a) CBC Perspectives
- (b) CDC (Alliance Executive) Perspectives
  - Incoming and Outgoing DGs
  - Status of the Alliance Executive
  - Discussion and Decision Making

**Agenda Item 8. Governance Matters (cont'd)**

- (a) CGIAR Engagement with CSOs
  - Recommended Framework: An Overview
  - ExCo Recommendations to the CGIAR
  - Discussion and Decision Making
- (b) Global Donor Platform for Rural Development: An Overview
  - Discussion

**Agenda Item 9. Medium-Term Plans and 2006 Financing Plan**

- (a) Comment from the Science Council
- (b) Report from the CGIAR Secretariat
  - ExCo Recommendations to the CGIAR
  - Discussion and Decision Making

**Agenda Item 10. Other Business**

- (a) Dates of Future CGIAR Meetings
- (b) Report from GRPC

**Agenda Item 12. Closing Session**



## **Main Conclusions/Decisions**

### **Agenda Item 2(a) Progress Report from ExCo**

- *Members broadly endorsed the recommendations of the compensation study and the mechanisms to support Centers (workshop with Centers, sharing of practices, and assistance to Centers). Members suggested that the Board Chairs should ensure implementation. The aim is to ensure more harmonized HR systems in the Centers.*
- *In light of Members' support for disclosure of compensation information at all levels and given that the CGIAR is funded largely by public funds, the CGIAR Secretariat will examine policies and practices of disclosure in other organizations in order to identify reasonable and prudent boundaries to transparency, engaging both Members and Centers in this exercise.*

### **Agenda Item 3(a) CGIAR Priorities and Strategies: 2005-2015**

- *The CGIAR approved the new System Priorities for CGIAR Research 2005-2015.*
- *With respect to implementation of the priorities, the CGIAR agreed with the following steps and mechanisms:*
  - *Medium-Term Program (MTP) guidelines should be adjusted to reflect the principles emanating from the priorities (SC, CGIAR Secretariat).*
  - *Existing Center/SWEP/Challenge Program (CP) projects falling into the 20 sub-priority areas should be identified (SC, with Center inputs).*
  - *SC should undertake a technical assessment to determine gaps, excesses and outliers, and to ensure coherence in each priority sub-area.*
  - *SC should provide strategic recommendations and a roadmap, i.e. specific recommendations per priority area providing a strategic view of future directions for CGIAR.*
  - *To move towards implementation of the priorities and coordinated funding (i.e., translating technical assessment to funding decisions) an ExCo ad hoc committee should be formed, augmented with interested Members, supported by the CGIAR Secretariat and inputs from SC as needed. The Members are requested to provide specific suggestions on the creation of an ad hoc ExCo committee. The CGIAR Secretariat will consolidate their views and offer a detailed proposal for discussion and approval by ExCo.*
  - *The agreed strategic directions from the above should be distilled into a summary CGIAR strategy.*

### **Agenda Item 4(a) External Program and Management Review of IFPRI**

- *The CGIAR endorsed the IFPRI EPMP recommendations.*
- *Members expressed appreciation for IFPRI's work.*

### **Agenda Item 4(b) External Program and Management Review of CIMMYT**

- *The CGIAR endorsed the CIMMYT EPMP recommendations.*

- *Members expressed appreciation for CIMMYT's response and gave encouragement to the Center as it proceeds with reforms.*
- *The SC and CGIAR Secretariat should draw out lessons in terms of practices that go beyond a particular Center that might be of more general applicability across the System.*

## **Agenda Item 5(a) SSA Task Forces Follow-up**

### ***Decisions on WCA Arrangements:***

*The Chair concluded that the draft "roadmap" presented by F. Reifschneider had been endorsed, with a few modifications. The agreed roadmap is as follows:*

- *Programmatic alignment: Centers should:*
  - *ensure alignment of sub-regional and Center/CP MTPs*
  - *finalize sub-regional MTP development and submit to SC by June 15, 2006*
  - *clarify arrangements for governance of MTP implementation*
- *Corporate services alignment:*
  - *IITA and WARDA should proceed with deliberate speed on corporate services alignment*
  - *the new arrangements should serve as building blocks for CGIAR-wide corporate services alignment in WCA*
- *Structural/governance alignment:*
  - *CGIAR endorses the "common board membership" approach to integrating governance and creating the CGIAR Global Entity for WCA (with due respect to existing legal instruments)*
  - *the Boards of IITA and WARDA should synchronize their board meetings starting January 2006 and make the necessary arrangements to complete the transition to common board membership by January 1, 2007*
  - *the governing bodies of IITA and WARDA should consider merger as an option and, if merger is not seen as a viable option, provide an explanation to the CGIAR why it is not a viable option, including an analysis of other options for realignment.*

### ***Decisions on ESA Arrangements:***

- *Programmatic alignment: Centers should:*
  - *ensure alignment of sub-regional and Center/CP MTPs*
  - *finalize sub-regional MTP development and submit to SC by June 15, 2006*
  - *clarify arrangements for governance of MTP implementation*
- *Corporate services alignment*
  - *ICRAF and ILRI should proceed with deliberate speed on corporate services alignment*
  - *the new arrangements should serve as building blocks for CGIAR-wide corporate services alignment in ESA*
- *Structural/governance alignment:*
  - *ILRI and ICRAF, in consultation with pertinent Centers, should prepare a "think piece" on structural/governance alignment options for ESA, with pros and cons, for the consideration of the CGIAR (through ExCo) by April 30, 2006.*

**Decisions on Monitoring of WCA/ESA Arrangements:**

- *The concerned Centers (ICRAF, IITA, ILRI, WARDA) should report to each face-to-face meeting of ExCo on progress in implementing the CGIAR decisions*
- *ExCo should monitor the progress and advise the CGIAR on any follow-up actions.*

**Decisions on Alignments Beyond SSA:**

- *A “market-driven” approach should be used, initially, on alignments beyond SSA. This would involve the following steps:*
  - *a one year window will be initiated for interested Centers to formulate alignment proposals*
  - *Centers intending to develop proposals could receive special support from the CGIAR*
  - *the CGIAR should review the emerging alignment options at AGM06*
  - *if necessary, at AGM06, the CGIAR could establish specific task forces to study the options and make recommendations for programmatic and structural alignments beyond SSA.*

**Agenda Item 5(b) Funding System Priorities Task Force**

- *On funding System Priorities, the CGIAR endorsed TF recommendation Option 3 (System funding coordination forum), with the understanding that:*
  - *The CGIAR will learn “by doing” as the new process is put into effect. The CGIAR Secretariat, in consultation with the ExCo ad hoc committee established to move towards coordinated funding, will present to ExCo ideas on the implementation of Option 3, including the organization of a forum at the margin of AGM06.*
  - *The issue of different budget cycles should be taken into account as the option is implemented.*
  - *Members should exercise discipline to ensure that the System Priorities are funded.*
  - *All programs and projects in the matrix need to be fully costed.*
- *On funding SC/SC Secretariat, the CGIAR endorsed TF recommendation Option 4 (an agreed percentage, estimated at up to 1 percent, levied on Centers’ budgets), with the caveat that:*
  - *The exact percentage, to be determined yearly, will take into consideration the SC work program and budget, as approved by ExCo, and Centers’ total funding.*
  - *The levy will be applied in Calendar Year 2007 and beyond.*
- *The funding arrangements to be made should respect the sovereignty of Members and the independence of the Science Council.*

**Agenda Item 7. Perspectives from the Centers**

- *Members endorsed formation of the Alliance.*
- *Following formal adoption of the Principles and Procedures of the Alliance Executive and Alliance Board by all 15 Center Boards, the Charter will be*

- amended, following established procedures, to reflect the name change to Alliance Board and Alliance Executive.*
- *Change in Alliance membership on ExCo and representation at AGM will be carefully analyzed and discussed by ExCo before a proposal (if any) is made to the CGIAR.*

#### **Agenda Item 8(a) CGIAR Engagement with CSOs**

- *The CVs of the farmer representatives, identified by GFAR as candidates for filling the vacant seat on ExCo for a period of one year (until AGM06), will be sent to ExCo for comments, before the CGIAR Chair formalizes the appointment.*
- *The background strategy paper should be revised, following an additional round of comments from Members, and then re-submitted to ExCo for final discussion and approval.*
- *The dormant NGO Committee should be left dormant until AGM06 so that dialogues held during the CSO Forum could feed into a further discussion on the future of the NGO Committee.*
- *The CGIAR endorsed organization of a CSO Forum in conjunction with AGM06, as part of the Stakeholder Meeting. Members should send any suggestions they have for the CSO Forum to the CGIAR Secretariat.*

#### **Agenda Item 9. Medium-Term Plans and 2006 Financing Plan**

- *Members approved the 2006 Financing Plan.*
- *The CGIAR requested the Alliance to explore and develop options for System-wide pooling of reserves. This should be submitted to the CGIAR Secretariat by the end of April 2006, to be reviewed by ExCo at its May 2006 meeting. Expertise from the private Sector, CGIAR Secretariat and others should be mobilized as needed.*

#### **Agenda Item 11(b) SC Membership**

- *As per the CGIAR Charter, a search committee for the SC Chair and member positions should be established, building on the previous SC search and nomination committee (SNC) membership. The CGIAR Secretariat would make a proposal to ExCo on the composition and TOR of the search committee. The search process should make a special effort to identify qualified candidates from developing countries. Efforts will be made to move the SC member search process at a fast pace in order to fill the vacancy as soon as possible.*
- *The TOR of the next Science Council Chair should be clarified, based on the experience of the present Chair, and the recruitment process should be initiated as early as necessary to cast a wide net.*
- *The CGIAR should be briefed regularly on the progress in SC Chair and Member recruitment.*

## **Agenda Item 1. Opening Session**

### **(a) Chairman's Opening Remarks**

CGIAR Chair Ian Johnson welcomed Members and formally opened the meeting. He said he hoped Members had enjoyed the AGM activities and the beautiful city of Marrakech. He welcomed new and returning colleagues to the CGIAR.

He asked CGIAR Director Francisco Reifschneider to read an excerpt from a letter received from the Government of Israel. The letter expresses apologies for Israel's incapacity to attend AGM05, and its friendship and gratitude to the Kingdom of Morocco for which Israel strongly supported hosting of AGM05. It noted that the Israel Ministry of Agriculture has mobilized a budget line dedicated to CGIAR investments and looks forward to expanding cooperation with the CGIAR.

### **(b) Adoption of the Agenda**

The Chair noted that at the request of the Genetic Resources Policy Committee (GRPC) Chair, an item had been added under Other Business (agenda item 10) to be presented by GRPC member Carl-Gustaf Thornstrom.

An item on Science Council (SC) Membership was also added under Closed Session (agenda item 11). He noted that for the item on Chairmanship of the CGIAR under Closed Session, the Chair and CGIAR Director would recuse themselves from the discussion.

At the request of Members, the Closed Session was moved to the beginning of the day on Thursday, December 8, 2005 (see revised agenda above). Please note that items appear in this summary in their originally numbered order.

The DigiVote technology was introduced to Members. A brief demonstration of the technology followed. (Complete results are available in Attachment 1)

## **Agenda Item 2. CGIAR Status Report**

### **(a) Progress Report from ExCo**

CGIAR Director Francisco Reifschneider complemented his presentation to the Stakeholders Meeting with an update to Members on Executive Council (ExCo) activities. The major activities included:

*CGIAR Nominees to Center Boards:* The first cycle is completed. ExCo analyzed the outcome and made recommendations for using a clearer set of criteria—particularly in the areas of financial management and governance expertise—for the second cycle

currently underway. In general, the process is moving in the right direction, but further clarity is still needed. A note on the experience from the first cycle was prepared by the ExCo ad hoc committee handling the process and shared with Members.

*Performance Measurement (PM) System:* The pilot year of the PM System has been completed. A note on lessons learned was compiled which was discussed by ExCo and shared with Members. The system is being refined to take into account lessons learned. Some of the results were included in the 2004 Annual Report and will become part of regular reporting. He noted that the PM System's primary purposes are to: (1) promote high Center performance, (2) serve as a tool for improving transparency, and (3) serve as an instrument to assist individual Members' resource allocation decisions.

He showed a snapshot of all activities under consideration by ExCo in 2005 and the progress made to date on each of them.

*CGIAR Review of Total Compensation:* Study Steering Committee Chair, Philippe Vialatte, was invited to brief Members on the study. He gave a brief history of the study, and noted that all four phases are now complete. He welcomed the lead consultant of the study, Sandra Lawrence, to give a more detailed briefing.

Sandra Lawrence provided an overview of the four phases of the study:

- Phase I: Review of Compensation structures and mechanisms for ensuring transparency of internationally recruited staff (IRS)—presented at ExCo 6.
- Phase II: Comparison of CGIAR compensation packages for IRS with the market—presented at ExCo 8.
- Phase III: Review of CGIAR compensation structures for nationally recruited staff (NRS)—presented at ExCo 9.
- Phase IV: Report on the integrated results from Phases I-III.

Recommendations for follow-up included establishing guidelines, developing written policies on grading and salary structures, and improved inter-Center coordination in these areas.

The reports on the Phases have been shared with Members and Centers (Board Chairs and DGs).

***Discussion:***

- The CGIAR nominee process is an important vehicle to ensure public voice is heard in Centers, which are funded by public money.
- Concern was expressed that the CGIAR nominee process criteria are too narrow, and that the process should have more time built into it in order to be more deliberative.
- Overall, Members were pleased with the implementation of the PM System. More clarity is needed on definitions and refinement of some indicators, particularly in the areas of financial health, outputs and outcomes, recruitment and

- retention of well-qualified staff. Members also felt strongly that stakeholder perceptions should be refined and retained as a key indicator.
- Members strongly supported disclosure of individual salaries at all levels and particularly at the Director General (DG) and Deputy Director General (DDG) levels. A “no disclosure” policy is not credible. Compensation policies should avoid fragmentation. Also, the compensation structures should facilitate recruitment of young scientists.

F. Reifschneider responded to the questions raised, and reiterated that several of the PM System indicators are being refined, including in the areas mentioned by Members. The CGIAR nominee process will also continue to be monitored and adjusted as necessary during the coming cycles. On compensation disclosure policies he suggested that perhaps it would be best to study best practices in other organizations and then engage Members and Centers on next steps.

I. Johnson concluded by noting that the CGIAR System has made tremendous progress in these areas compared to 2-3 years ago, when little or no information was available on performance measurement and compensation.

**Conclusions:**

- *Members broadly endorsed the recommendations of the compensation study and the mechanisms to support Centers (workshop with Centers, sharing of practices, and assistance to Centers). Members suggested that the Board Chairs should ensure implementation. The aim is to ensure more harmonized HR systems in the Centers.*
- *In light of Members’ support for disclosure of compensation information at all levels and given that the CGIAR is funded largely by public funds, the CGIAR Secretariat will examine policies and practices of disclosure in other organizations in order to identify reasonable and prudent boundaries to transparency, engaging both Members and Centers in this exercise.*

### **Agenda Item 3. Program Matters**

#### **(a) CGIAR Priorities and Strategies: 2005-2015**

I. Johnson introduced the item and noted that the SC Chair made a presentation of the revised System Priorities in plenary of the Stakeholder Meeting, and that the ensuing parallel sessions of the Science Forum provided further opportunity to discuss specific components of the five priority areas.

F. Reifschneider presented the ExCo recommendations for the item, which included the approval of the revised System Priorities. The Chair asked that the Group proceed with the approval of the priorities document and then focus its discussion on implementation after approval. The Group agreed and moved quickly to discussion of implementation issues as suggested.

The Chair noted that some ideas on how implementation might proceed have emerged and asked F. Reifschneider to present them as a starting point for discussion, as follows:

1. Adjust Medium-Term Program (MTP) guidelines to reflect the principles emanating from the priorities;
2. Understand what the System has, i.e. Center/Challenge Program (CP) projects falling into the 20 sub-priority areas;
3. Undertake technical assessment to determine gaps, excesses and outliers, and to ensure coherence;
4. Provide strategic recommendations and roadmap, i.e. specific recommendations per priority area providing a strategic view of future directions for the CGIAR;
5. To move towards coordinated funding (i.e., translating technical assessment to funding decisions), form an ExCo ad hoc committee, augmented with interested Members, supported by the CGIAR Secretariat and inputs from SC as needed; and
6. Distill the agreed strategic directions from the above into a summary CGIAR strategy.

The SC Chair stated that the above is generally in line with what was discussed informally by the Science Council and he is therefore in complete agreement with it.

***Discussion:***

- The positioning of the CGIAR on the “research-development continuum” and the strategy for dissemination of research results should be given more attention. ExCo oversight of implementation should be strengthened and a dynamic review of priorities undertaken at some point; CGIAR should continue conducting research for and on development.
- The primary purpose and the comparative advantage of the CGIAR is to carry out research for development leading to the generation of international (and in some cases regional) public goods. For this to be effective, the research-to-development continuum (or the knowledge and innovation system) must work. Since innovation systems vary from place to place, there can be no exact prescription for where the CGIAR sits on the research-to-development continuum, but there can be agreed principles that Centers apply in developing and implementing programs through partnerships. The harmonization objectives for development assistance embodied in the DAC Paris High-Level Declaration on Aid Effectiveness contain principles that could be useful for the CGIAR.
- One Member (Netherlands) expressed disappointment with the priorities document noting that the priorities were set from a traditional perspective. Priorities and strategies should be set on the basis of developmental needs and in close interaction with other stakeholders. The Member further stated that while it would not break the consensus reached by ExCo on the approval of the priorities, it would reconsider its unrestricted core support from the perspective of its contribution to the sustainable use of natural resources, sustainable development and poverty alleviation, with a special focus on sub-Saharan Africa.



- Implementation of priorities requires commitment at all levels, with Centers being active in working out the modalities. The Alliance should play an important role to orient research activities that position the System appropriately along the research-development continuum, and ensure that linkages to upstream and downstream partners are well defined.
- Centers expressed general support for the priorities but also indicated their wish to reconcile the remaining issues previously raised with the SC, i.e., on development assistance activities, capacity building, and rehabilitation activities following disasters.
- Several Members supported the idea of encouraging “out of the box” thinking through 80-20 percent split of Center/CP efforts going into research on priority topics vs. “blue sky” research or developmental work. The SC Chair clarified that the 80-20 rule would apply for the System as a whole, not necessarily for each Center/CP.
- Both upstream and downstream research are important and should be pursued; cross-cutting issues like gender are also important.
- Implementation of the priorities should be led by analysis and understanding of complex poverty issues to ensure impact.
- It is important that Center Boards agree with the MTPs; equally important Members should exercise discipline to finance activities consistent with the agreed priorities.
- On the research-development continuum, FAO noted that its linkage with the CGIAR could be exploited; it offered to host an annual meeting with the Centers, perhaps in collaboration with UNDP, on research for development in specific areas and agro-ecological regions.
- Implementing research priorities should be distinguished from implementing research findings. Private sector has a role to play; implementation options should not focus only on the role of public institutions.
- Ranking of priorities is necessary and should be done at some point.

### **Conclusions:**

*At the Chair’s request, F. Reifschneider summed up the discussion as follows:*

- *There is need to examine the positioning of the CGIAR in the research-to-development continuum through an analytical think piece.*
- *There should be a dynamic review of priorities, both annual and longer term.*
- *There is a need to closely monitor implementation, both in the programmatic and financial fronts.*
- *Behavioral changes are required on the part of both the Members and the Centers to make the priorities a reality.*
- *As implementation becomes clear, the CGIAR looks forward to continued Dutch support of research work on an unrestricted basis.*
- *The CGIAR thanks FAO and UNDP for their offer to initiate regular dialogues with the Centers, especially on capacity building and other regional activities.*

- *There is need for gradual alignment of funding and programs (i.e., Center core programs, CPs, SWEPS), as well as the role played by the private sector, with the priorities in the five priority areas.*

**Decisions:**

- *The CGIAR approved the new System Priorities for CGIAR Research 2005-2015.*
- *With respect to implementation of the priorities, the CGIAR agreed with the following steps and mechanisms:*
  - *Medium-Term Program (MTP) guidelines should be adjusted to reflect the principles emanating from the priorities (SC, CGIAR Secretariat).*
  - *Existing Center/SWEP/Challenge Program (CP) projects falling into the 20 sub-priority areas should be identified (SC, with Center inputs).*
  - *SC should undertake a technical assessment to determine gaps, excesses and outliers, and to ensure coherence in each priority sub-area.*
  - *SC should provide strategic recommendations and a roadmap, i.e. specific recommendations per priority area providing a strategic view of future directions for CGIAR.*
  - *To move towards implementation of the priorities and coordinated funding (i.e., translating technical assessment to funding decisions) an ExCo ad hoc committee should be formed, augmented with interested Members, supported by the CGIAR Secretariat and inputs from SC as needed. The Members are requested to provide specific suggestions on the creation of an ad hoc ExCo committee. The CGIAR Secretariat will consolidate their views and offer a detailed proposal for discussion and approval by ExCo.*
  - *The agreed strategic directions from the above should be distilled into a summary CGIAR strategy.*

## **Agenda Item 4. Evaluation**

### **(a) External Program and Management Review of IFPRI**

The Chair noted that ExCo had a full discussion of the EPMR report at its meeting in May 2005.

EPMR Panel Chair Bruce Gardner summarized the findings of the EPMR. The Panel's overall assessment of IFPRI's performance was very favorable. It noted that IFPRI "has successfully managed to integrate its research, capacity strengthening and outreach activities whilst continuing to generate outputs and services of high relevance to developing countries." However, the Panel also made several recommendations in a number of areas. The key recommendations include sharpening its system of priority setting, evaluation of two new divisions (ISNAR and the DSGD) within two years, an assessment of the value that Global Open Food and Agricultural University (GOFAU) is adding to its programs, and a number of measures to further strengthen governance and management.

Roberto Vazquez Platero (representing the IFPRI Board Chair) and Joachim von Braun (IFPRI DG) thanked the Panel for their positive assessment of the performance. IFPRI accepted all program-related recommendations. On governance, it outlined the work that has been initiated to address the Panel's recommendation on the evaluation of the DG and on financial oversight, including risk management and its monitoring.

Recusing himself from the discussion of the IFPRI EPMPR because of his previous involvement with IFPRI as Director General, the SC Chair requested SC member Ken Fischer to give the SC's commentary. The SC endorsed the Panel's assessment of IFPRI's accomplishments and concurred with the Panel's views on specific issues and challenges that IFPRI should address for the future. The CGIAR Secretariat also agreed with the Panel on its governance and management related recommendations, and recommended their endorsement.

***Discussion:***

- Members commended the EPMPR panel and expressed general agreement and support for the EPMPR recommendations. They also congratulated IFPRI Board and management for a very positive assessment of its accomplishments.
- It was also suggested that (1) policy research is needed for the System as a whole and IFPRI could play a critical supportive role in policy research by sister Centers, and (2) the ISNAR program should continue to reach beyond the Africa region.

***Decision:***

- *The CGIAR endorsed the IFPRI EPMPR recommendations.*
- *Members expressed appreciation for IFPRI's work.*

**(b) External Program and Management Review of CIMMYT**

EPMPR Panel Chair Donald Marshall presented a summary of the findings and recommendations of the CIMMYT EPMPR. He noted that CIMMYT was undergoing a major transformation at the time of the review. He highlighted the following major findings of the Review Panel:

- Deficiencies in strategic planning,
- Failed financial oversight by the Board,
- Lack of a financial management system and project management system,
- Lack of critical mass of plant breeding expertise, and
- Low staff morale.

However, he noted that despite the above major problems, CIMMYT has maintained the production of high quality research outputs and continued to contribute to positive impacts on agriculture of developing countries. In the Panel's view, there is a compelling case for continuing support to CIMMYT.

Indicating agreement with the Panel's conclusions and recommendations, SC Chair Per Pinstrup-Andersen highlighted key points in the SC's commentary. He pointed out the

importance of monitoring the implementation of EPMR recommendations, noting that the problems subsequently faced by CIMMYT might have been avoided if the recommendations of the Center's 4<sup>th</sup> EPMR were implemented. The SC emphasized the importance of translating CIMMYT's strategic plan into a more detailed business plan as recommended by the Panel. The SC was pleased to see that CIMMYT has responded to this recommendation and is looking forward to implementing the newly developed business plan next year.

In its commentary, the CGIAR Secretariat reiterated its endorsement of the Panel's recommendations on governance and management. It further highlighted the need for a better balance in providing oversight responsibilities for Centers' research and for its management and finance. The need for close monitoring of EPMR recommendations was highlighted.

CIMMYT Board Chair Lene Lange and DG Masa Iwanaga gave presentations focusing on what CIMMYT has accomplished so far in response to the recommendations of the EPMR. Of the 23 recommendations, they reported that more than half have either been implemented or are in the process of being implemented. The following were highlighted:

- a) Agreement by the Board on a new governance system for CIMMYT, key features of which include a focus on key Board functions, a smaller Board size with new skills added, more frequent meetings, and transparent and participatory agenda setting.
- b) Completion of a detailed business plan to be implemented in 2006.
- c) Management information systems being put in place.
- d) Improvement in liquidity (significant increase in the Center's reserves).
- e) Significant progress in forging partnerships with other CGIAR Centers, i.e. with ICARDA on wheat research in CWANA region, and with IRRI on three programs.

***Discussion:***

- Members were generally pleased with the progress that has been made and encouraged the Center to continue to undertake the changes recommended by the EPMR Panel.
- The breakdown in the Board's oversight of finance was not only due to the lack of financial management expertise on the Board. It could also be attributed to the way in which Board members (in CGIAR Centers) were selected, i.e. often by existing Board members and DGs.
- EPMRs have a basic limitation as a component of the CGIAR's monitoring and evaluation process in that they are conducted only every five years or so. This emphasizes the need to complement it with an annual performance monitoring system.
- There is a need for the monitoring and evaluation system to go beyond the institutional EPMRs.
- There is a need to balance the objective of building up the Center's reserves and re-building its staff capacity.

- CIMMYT's work in LAC has significantly decreased. National programs in the region could benefit more from CIMMYT's work, particularly from its pre-breeding activities.

***Decisions:***

- *The CGIAR endorsed the CIMMYT EPMP recommendations.*
- *Members expressed appreciation for CIMMYT's response and gave encouragement to the Center as it proceeds with reforms.*
- *The SC and CGIAR Secretariat should draw out lessons in terms of practices that go beyond a particular Center that might be of more general applicability across the System.*

## **Agenda Item 5. Governance Matters**

### **(a) Sub-Saharan Africa Task Forces Follow-up**

The Chair noted that this item is about programmatic and structural/organizational alignment in the System and that there were some positive developments already taking place which should be recognized. On behalf of Frank Rijsberman, DG of IWMI who was unavailable, F. Reifschneider briefly summarized the inter-Center alignments initiated by IWMI and the WorldFish Center as an example of Center-led initiatives. These include, among others, the appointment of a joint Director of Corporate Services, use of common systems (e.g., SAP), holding Board meetings at the same time, providing common services (such as library services) and relocation of regional offices to take advantage of each other's facilities.

The Chair introduced the SSA-TF item by noting that the Task Forces completed their report in April 2005. ExCo discussed the report at its 8<sup>th</sup> meeting in May 2005 and made recommendations to the CGIAR on TF Recommendations 1-4. ExCo's recommendations were approved by the CGIAR in July 2005. ExCo was updated on progress in implementation of recommendations on the West and Central Africa (WCA) Global Entity and the development of sub-regional MTPs during ExCo9 in October 2005. He then asked F. Reifschneider to walk the Group through the status of each TF recommendation. The following table summarizes the overview provided by F. Reifschneider.

<b>SSA Task Force Recommendations</b>	<b>ExCo 8 Conclusions &amp; Recommendations</b>	<b>CGIAR Action</b>	<b>ExCo 9 Conclusions &amp; Recommendations</b>
1. One global corporate entity	<ul style="list-style-type: none"> <li>Cover at AGM05 if there is interest from membership (limited interest shown)</li> </ul>	<ul style="list-style-type: none"> <li>Endorsed</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
2. Over the next 18 months, consolidate Centers into two global entities: WCA and ESA Centers	<ul style="list-style-type: none"> <li>Recommend CGIAR approval of WCA Center; CGIAR Chair to hold consultations with IITA and WARDA</li> <li>Request Members to share views/options on ESA</li> </ul>	<ul style="list-style-type: none"> <li>Endorsed</li> <li>4 Members shared views on ESA</li> </ul>	<ul style="list-style-type: none"> <li>Urges structural/ governance alignment to proceed at adequate pace</li> </ul>
3. CGIAR plan and implement its activities through two MTPs: WCA and ESA	<ul style="list-style-type: none"> <li>Recommend acceleration of MTP development</li> </ul>	<ul style="list-style-type: none"> <li>Endorsed</li> </ul>	<ul style="list-style-type: none"> <li>Urges programmatic alignment to proceed at adequate pace</li> </ul>
4. Create TFs for other regions	<ul style="list-style-type: none"> <li>Recommend discussion at AGM05</li> </ul>	<ul style="list-style-type: none"> <li>Endorsed</li> </ul>	<ul style="list-style-type: none"> <li>Question: Shouldn't SSA alignment be completed first?</li> </ul>
5. Implement recommendations	<ul style="list-style-type: none"> <li>Considered as part of above</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Urges alignment to proceed along 3 lines : <ul style="list-style-type: none"> <li>-programmatic</li> <li>-corporate services</li> <li>-structural/governance</li> </ul> </li> </ul>

The Chair reminded the Group that the main purpose of the discussion at the AGM is to provide a roadmap to the programmatic and structural/organizational alignment efforts in SSA. To facilitate this discussion he asked F. Reifschneider to share with the Group some thoughts on how the anticipated alignment could proceed.

F. Reifschneider suggested that the Group should first finish the discussion on SSA, clearly spelling out next steps, before identifying a process for alignment beyond SSA. Regarding SSA, Reifschneider suggested to discuss first the WCA arrangements, then the ESA arrangements, followed by a discussion of how the WCA and ESA arrangements could be monitored. For WCA and ESA, it would be useful to distinguish between three types of alignment, as concluded by ExCo: (1) programmatic; (2) corporate services; and (3) structural/governance.

Carlos Sere (ILRI DG) briefed the Group on the progress made in WCA and ESA by the Centers and their partners in the development of sub-regional MTPs. He stressed that preparation of sub-regional MTPs is only a first step and that the challenge is to have an effective and efficient mechanism for managing their implementation. Leaving this only to the Centers based in Africa may create problems because this would exclude other Centers operating in Africa from management. Therefore, entrusting management to the Alliance, with its Alliance Executive (AE) and new Alliance Board (AB), would be the most efficient solution.

P. Pinstруп-Andersen briefed the Group on the timeline of the MTP process. The sub-regional MTPs that are being prepared would be submitted to SC no later than June 15, 2006. SC would discuss them at its September 2006 meeting. This would be followed by discussions at ExCo 11 in October 2006 and by the Group at AGM06.

***Discussion—MTP Process:***

- The Group appreciated the progress made on the development of sub-regional MTPs by the Centers and their partners. Members recognized that the key to successful programmatic alignment lies in the development and implementation of MTPs, and that involvement of SROs and NARS in the process is critical. A major challenge is the development of a governance structure for efficient implementation of the two MTPs.
- Some Members expressed support for having the Alliance coordinate both the preparation and implementation of the MTPs. Others argued that this responsibility should be left to the Global WCA and ESA Centers, as recommended by the TF. The key is to clarify who is responsible legally for the oversight of the MTPs.
- The SC Chair, who served as Co-Chair of one of the TFs, noted that the recommended global entities are for both governing and managing activities. Separating these two, i.e., leaving management of MTP implementation to the Alliance and the governance responsibility to the Global entities, would lead to confusion.
- The TFs recommended that the Centers, collectively, should take responsibility for the development of MTPs only in the interim, i.e., until the formation of the SSA based global entities.
- Financing MTPs should be studied carefully. Are the MTPs to be financed with existing funds? What mechanisms are envisaged to generate commitment among donors to support the MTPs?
- The TF report places little emphasis on forestry and fisheries. The governance arrangements for these sectors are often different from those for traditional agricultural research. How would the sub-regional MTP process ensure that partnership-based forestry and fisheries activities are covered?

***Discussion—WCA Arrangements:***

- There was broad support for the “roadmap” on programmatic and corporate services alignment outlined by F. Reifschneider. It was recognized that much had

- already been achieved on this front. One Member pointed out that if alignment of corporate services was the intent, WARDA should not be hiring a finance manager.
- The Nigerian delegate noted that WARDA’s Council of Ministers agreed that WARDA should remain an autonomous entity. This means that, for the moment, the arrangement would need to be the co-existence of the two institutions. Pursuing other options would require further consultation.
  - The delegate from Cote d’Ivoire explained that WARDA’s Council of Ministers took action to have WARDA recognized as a Center of Excellence of the African Union. This action aims to elevate WARDA’s status and improve the means available to it—not reflecting an intention to draw WARDA away from the CGIAR.
  - A TF member, clarified that the TF saw “global entity” as an institutional structure. The intended aim of the process is the merger of IITA and WARDA. The TFs saw having a single board as a first step in the direction towards the full merger of the two Centers. The discussions that have taken place so far seem to have taken the merger option off the table. It should be put back on the table and consultations should proceed with this eventual goal in mind.
  - The Chair noted that there is a difference between the TF report and ExCo’s interpretation of it. The TFs spoke about forming a “single board” as an interim step to a merger, while ExCo saw “common board membership” as the first step. Members sought clarification of the difference between “common board members” and “common board membership.”
  - The EIARD Chair noted that at ExCo8 EIARD had supported the TF recommendation on WCA. However, in view of the subsequent developments, there are now different views within EIARD on structural alignment.
  - Several Members saw combining of the two boards as the best option for creating the WCA global entity. The CGIAR does not have legal authority over these Centers; therefore, it can only ask the Boards to consider merging. In the interim, as recommended by the TFs, the Alliance should help facilitate the development of the MTPs.

***Decisions on WCA Arrangements:***

*The Chair concluded that the draft “roadmap” presented by F. Reifschneider had been endorsed, with a few modifications. The agreed roadmap is as follows:*

- *Programmatic alignment: Centers should:*
  - ensure alignment of sub-regional and Center/CP MTPs*
  - finalize sub-regional MTP development and submit to SC by June 15, 2006*
  - clarify arrangements for governance of MTP implementation*
- *Corporate services alignment:*
  - IITA and WARDA should proceed with deliberate speed on corporate services alignment*
  - the new arrangements should serve as building blocks for CGIAR-wide corporate services alignment in WCA*
- *Structural/governance alignment:*



- CGIAR endorses the “common board membership” approach to integrating governance and creating the CGIAR Global Entity for WCA (with due respect to existing legal instruments)
- the Boards of IITA and WARDA should synchronize their board meetings starting January 2006 and make the necessary arrangements to complete the transition to common board membership by January 1, 2007
- the governing bodies of IITA and WARDA should consider merger as an option and, if merger is not seen as a viable option, provide an explanation to the CGIAR why it is not a viable option, including an analysis of other options for realignment.

***Discussion—ESA Arrangements:***

- Members agreed that the arrangements for programmatic alignment and corporate services alignment for ESA should mirror those for WCA. However, it was premature to adopt the same governance arrangement as in WCA for ESA.
- F. Reifschneider suggested that the CGIAR could ask the Centers for their views on structural/governance alignment in ESA.
- One Member suggested that having two Centers located in the same city, with a headquarters agreement with the same country could make it easier to integrate their governance.

***Decisions on ESA Arrangements:***

- *Programmatic alignment: Centers should:*
  - ensure alignment of sub-regional and Center/CP MTPs
  - finalize sub-regional MTP development and submit to SC by June 15, 2006
  - clarify arrangements for governance of MTP implementation
- *Corporate services alignment*
  - ICRAF and ILRI should proceed with deliberate speed on corporate services alignment
  - the new arrangements should serve as building blocks for CGIAR-wide corporate services alignment in ESA
- *Structural/governance alignment:*
  - ILRI and ICRAF, in consultation with pertinent Centers, should prepare a “think piece” on structural/governance alignment options for ESA, with pros and cons, for the consideration of the CGIAR (through ExCo) by April 30, 2006.

***Discussion--Monitoring of WCA/ESA Arrangements:***

- F. Reifschneider suggested that the monitoring of the progress in implementing CGIAR decisions could be handled by ExCo. The concerned Centers could report to each face-to-face meeting of ExCo.
- The Chair of the Alliance Executive suggested that instead of the directly involved Centers, the Alliance could report on progress. The Chair noted that perhaps the role the Alliance could play in these matters should be taken up after the CGIAR considers the progress in forming the Alliance, which is scheduled for later in the Business Meeting.

***Decisions on Monitoring of WCA/ESA Arrangements:***

- *The concerned Centers (ICRAF, IITA, ILRI, WARDA) should report to each face-to-face meeting of ExCo on progress in implementing the CGIAR decisions*
- *ExCo should monitor the progress and advise the CGIAR on any follow-up actions.*

***Discussion--Alignments Beyond SSA:***

- *F. Reifschneider suggested that a “market-driven” approach could be used to generate alignment proposals beyond SSA, in line with the evolutionary approach recommended by the Change Design and Management Team.*
- *One Member observed that approaching programmatic alignment globally could yield different arrangements than what is being considered for SSA. For example aligning rice programs in the CGIAR would involve IRRI, WARDA and CIAT.*
- *Another observed that starting with a regional approach as in WCA and ESA may require that a similar approach is used for other regions as well.*
- *The alignment arrangement used in the CAC Program was given as an example that should be considered in reviewing options beyond SSA.*
- *The Chair observed that, sometimes, the threat of “regulation” could create market change.*

***Decisions on Alignments Beyond SSA:***

- *A “market-driven” approach should be used, initially, on alignments beyond SSA. This would involve the following steps:*
  - a one year window will be initiated for interested Centers to formulate alignment proposals*
  - Centers intending to develop proposals could receive special support from the CGIAR*
  - the CGIAR should review the emerging alignment options at AGM06*
  - if necessary, at AGM06, the CGIAR could establish specific task forces to study the options and make recommendations for programmatic and structural alignments beyond SSA.*

**(b) Funding System Priorities Task Force**

Finn Christensen, Chair of the task force (TF), presented the final report of the TF. The report was divided into two parts: funding System Priorities and financing the SC.

The TF considered the following four options for funding System Priorities:

1. Maintain the status quo;
2. Improve coordination among Members;
3. System funding coordination forum; and
4. Allocation committee.

The TF recommended Option 3. Issues surrounding this option included the need for better information and the need for better coordination among Members. One advantage of this option was that there would be no additional structure required to implement the recommendation. A matrix based on the new System Priorities would be developed and used as a resource allocation tool for implementation of the recommendation. The TF Chair indicated the CGIAR Secretariat would be requested to take necessary steps leading to the implementation of Option 3.

With respect to financing the SC, the report confirmed that only the World Bank and FAO have regularly met their funding commitments, with the former filling large budget gaps in 2004 and 2005. The immediate challenge was to finance the SC's 2006 budget of approximately \$3.8 million. Several Members have indicated plans to provide financing for 2006. Beyond 2006, however, a sustainable financing mechanism is needed. Four options were presented:

1. Members voluntarily contribute up to 1 percent of their funding;
2. Group of interested Members finance the SC;
3. Levy an agreed percentage on annual Member contributions; and
4. An agreed percentage, estimated at up to 1 percent, levied on Centers' budgets.

Option 4 was recommended by the TF, as it best meets the criteria for a long-term stable funding mechanism.

F. Reifschneider noted that the 2006 SC budget is \$3.8 million and that, as requested by ExCo, Members had been contacted between ExCo 9 and AGM 2005 to verify the possibility of filling the funding gap in 2006. He indicated that if Member pledges materialize, the SC would be fully funded in 2006. Otherwise, minor adjustments would have to be made to the work program in 2006 to maintain compatibility with funding. He thanked Members for this special support.

***Discussion:***

- Members thanked the TF for its work.
- Although it is theoretically possible to allocate resources for each project across the twenty System Priorities, it would be better to do so within the five priority areas, and to limit the contribution of each project to one or two priority areas for ease of analysis.
- Members expressed support for Option 3 (System funding coordination forum), as recommended by the TF, for funding System Priorities. Some Members stated that the System may eventually move to Option 4 (Allocation Committee).
- Concern was expressed on how funding gaps in the matrix would be filled.
- Clarification will be needed on how a System funding coordination forum will work and whether it will add another layer of bureaucracy, and how different Member budgetary cycles will be dealt with.
- On funding SC, Members were in agreement on Option 4 (an agreed percentage, estimated at up to 1 percent, levied on Centers' budgets).
- Would the levy be applied to "all flows" to a Center or on the "budget"?

- Some Members indicated that their restricted funding would remain so for the foreseeable future.

**Decisions:**

- *On funding System Priorities, the CGIAR endorsed TF recommendation Option 3 (System funding coordination forum), with the understanding that:*
  - *The CGIAR will learn “by doing” as the new process is put into effect. The CGIAR Secretariat, in consultation with the ExCo ad hoc committee established to move towards coordinated funding, will present to ExCo ideas on the implementation of Option 3, including the organization of a forum at the margin of AGM06.*
  - *The issue of different budget cycles should be taken into account as the option is implemented.*
  - *Members should exercise discipline to ensure that the System Priorities are funded.*
  - *All programs and projects in the matrix need to be fully costed.*
- *On funding SC/SC Secretariat, the CGIAR endorsed TF recommendation Option 4 (an agreed percentage, estimated at up to 1 percent, levied on Centers’ budgets), with the caveat that:*
  - *The exact percentage, to be determined yearly, will take into consideration the SC work program and budget, as approved by ExCo, and Centers’ total funding.*
  - *The levy will be applied in Calendar Year 2007 and beyond.*
- *The funding arrangements to be made should respect the sovereignty of Members and the independence of the Science Council.*

## **Agenda Item 6. Program Matters (cont’d)**

### **(a) Report from Science Council**

Science Council Chair Per Pinstруп-Andersen presented an update on Science Council activities on three of the four SC working areas: Strategies and Priorities, Monitoring and Evaluation, and Mobilizing Science. Jim Ryan, the new Chair of the Standing Panel on Impact Assessment (SPIA), reported on activities in the area of impact assessment.

*Priorities and Strategies:* P. Pinstруп-Andersen reported that in light of the completion of the priority setting exercise, implementation will be starting in 2006, and it will take 2-3 years for full implementation. The work program will also include activities related to genomics, food safety, ethics, and international public goods (IPG) in the context of intellectual property rights.

*Monitoring and Evaluation:* A number of activities have been completed, including the evaluation of research on Alternatives to Slash and Burn (ASB), the revision by the SC and CGIAR Secretariat of the CGIAR monitoring and evaluation approach, and the

development of new MTP guidelines. For 2006, planned activities include a meta analysis of SWEPS, evaluation of Center training, and follow-up reviews of CIMMYT, IIRI and the Sub-Saharan Africa Challenge Program. This is in addition to the annual review of MTPs and Center performance measurement results, and EPMRs.

*Mobilizing Science:* The survey of Center collaboration has been finalized, as well as the publication of Science for Agricultural Development 2005 (a bi-annual publication), and launched at AGM05. The first Science Forum was held during AGM05, which the SC contributed to substantially. In 2006, the Standing Panel on Mobilizing Science will be focusing on developing strategic elements for this area of SC responsibility.

*Impact Assessment:* Jim Ryan noted that former SPIA Chair Hans Gregersen retired in November 2005, and SPIA member Herman Waibel will be retiring at the end of 2005. Mywish Meredia and Flavio Avila will be joining SPIA as new members in January 2006.

SPIA's work program in 2005 included assessment work on: (1) impacts of the CGIAR work on poverty in Africa, (2) impacts of CGIAR natural resource management (NRM) research (draft report completed), (3) a policy oriented research impacts scoping study, and (4) a training study. A new publication on 'Donor demands for and use of evidence of research impact' has been finalized and a short SPIA brief produced. A SPIA brief on Benefit-Cost Meta-analysis of CGIAR impacts was also produced.

***Discussion:***

- It was clarified that the work plan of the SC is based on requests from ExCo and the CGIAR, but also results from the identification of relevant items by the SC itself.
- The importance of reflecting the research-development continuum through impact assessment work was highlighted.
- Matters of sampling bias and the reflection of a balanced picture and timeframe by the impact assessment studies were raised, and the need for sufficient impact assessment capacity at Centers highlighted.

***Conclusion:***

- *The Group expressed its appreciation and thanked SC for its report.*

## **Agenda Item 7. Perspective from the Centers**

I. Johnson introduced two Directors General who have taken up their posts since AGM04 and two who will be leaving their posts, and opened the floor to give them an opportunity to make statements.

Pamela Anderson, new CIP DG, spoke of new challenges ahead, resulting from a new research and development paradigm, complex and changing research systems; the implications of organizational change at program, board and institutional level; the

significance of generational change and the importance of cultivating the next generation of young professionals. She acknowledged Meryl Williams's leadership in the CGIAR and looked forward to the day when there will be more young women in science since collective strength comes from real diversity.

Robert Zeigler, new IRRI DG noted that IRRI has the ability to make massive impact on the MDGs and that it has shifted its research focus to better address the MDGs and the System Priorities. IRRI will contribute to the alleviation of poverty where rice is a major crop; improve health and nutrition of rice growers and consumers; marshal a global rice information system and make it accessible; focus on capacity building of the next generation of scientists while protecting genetic resources for scientists of the future, and allow space for the development of high risk, high return projects. This approach will change the focus of IRRI's work. IRRI's commitment is to excellence, innovation and partnerships.

Adel El-Beltagy, outgoing ICARDA DG thanked Members of the CGIAR as the guardians of the System, noting that the CGIAR Centers are vulnerable and unique. He noted that there is a perception that reform is taking too long and that the continuing shadows of uncertainty are making it impossible to recruit top-notch scientists. He advocated continuing dialogue with the Science Council on the research to development continuum, particularly in the area of contributions to countries in conflict.

David Kaimowitz, outgoing CIFOR DG said that in his view, in the last 20 years there has been a decrease in capacity in 90 percent of national agricultural systems due to structural adjustment and a loss of interest in agriculture and that this is partly our responsibility. He noted his concern about the huge transactional costs involved in research today, where meetings with no outcomes, report and grant writing are keeping scientists away from research, and finally he argued, agriculture is not back on the development agenda. To be relevant, the CGIAR cannot only be about agriculture; it must also be about other broader issues. He thanked his mentors and key individuals in the System.

#### **(a) CBC Perspectives**

CBC Chair Uzo Mokwunye noted the unanimity among Board Chairs of the importance of the Future Harvest Alliance and that the CBC has changed its name to Alliance Board (AB). This is much more than a name change, it is a recognition of the value of collective action. Recent activities include, together with the CGIAR Secretariat, the launching of the Stripe Review of Corporate Governance of CGIAR Centers. The Panel's report is due in April 2006. He noted that given the variation in size and complexity of Centers, effective governance recommendations should provide a framework and not be prescriptive. The Board orientation program is developing well, 120 board members have participated to date, and Members are welcome to join orientation programs. The AB has established five working groups: (1) Promoting Effective Governance, (2) Exploration of Models for Closer Programmatic and Structural Cooperation, (3)

Operationalizing the Alliance, (4) Enhancing Board Orientation Programs, and (5) Conflict Resolution.

### **(b) CDC Perspectives**

CDC Chair William Dar highlighted the activities of the CDC/AE (Alliance Executive). The Principles and Procedures of the Alliance Executive (AE) and Alliance Board (AB) and the Principles of Conflict Resolution have been agreed. A Chief Alliance Officer to head the Future Harvest Alliance Office is being recruited, and the position will be based in Rome where arrangements are being finalized with IFAD. Progress on developing the two integrated SSA MTPs has been made, development will continue and they will be submitted to the Science Council by June 2006. The Alliance Executive will continue to work with the SC and CGIAR Secretariat to improve the performance measurement system. A successful private sector workshop, organized with the Private Sector Committee and the CGIAR Secretariat was held in September 2005. CIP Board Chair Jim Godfrey and CIAT DG Joachim Voss will lead the AB and AE, respectively in 2006.

IPGRI DG Emile Frisson reported on the status of the Alliance Executive. He acknowledged the support of World Bank lawyers in helping to establish the principles of procedures for the AE and AB. Alliance decisions will now be binding in relation to collective action and conflict resolution mechanisms are in place and already operational and effective. He noted that progress on MTPs would not have been possible without a desire to work together. Costs will only increase marginally (an increase of \$200,000, of which \$100,000 is a contingency fund). Increased benefits and cost savings, such as the previously mentioned shared corporate services between IWMI and WorldFish, will result. The onus is on a change of culture, from one of competition to one of collaboration. The Alliance is confident it is now in a better position to serve the CGIAR.

#### ***Discussion:***

- Members congratulated the Centers and welcomed the commitment to cooperation and collective action and particularly the establishment of a conflict resolution mechanism.
- Members sought assurance that there would be no additional layer of bureaucracy or complexity, and requested further clarity on objectives, a more detailed cost-benefit analysis and a detailed budget (US\$ 1.2 million was indicated in the supporting documentation) and reassurance on the input costs.
- Several Members requested an assurance there would be no duplication of activities with the CGIAR Secretariat. They also noted that a comparison between the Alliance office and the System Office, which provides extensive services to all parts of the System, did not seem to be appropriate.
- The question of whether the Alliance should continue to have two representatives at ExCo and four at the AGM Business Meeting was raised.

#### ***Decisions:***

- *Members endorsed formation of the Alliance.*

- *Following formal adoption of the Principles and Procedures of the Alliance Executive and Alliance Board by all 15 Center Boards, the Charter will be amended, following established procedures, to reflect the name change to Alliance Board and Alliance Executive.*
- *Change in Alliance membership on ExCo and representation at AGM will be carefully analyzed and discussed by ExCo before a proposal (if any) is made to the CGIAR.*

## **Agenda Item 8. Governance Matters (cont'd)**

### **(a) CGIAR Engagement with CSOs**

I. Johnson introduced the topic briefly and noted that the item was discussed at ExCo 9. ExCo felt there was a need for farmers' voice on ExCo and recommended that, in consultation with the GFAR Chair, the CGIAR Chair make a recommendation on appointment of a farmers' representative to the ExCo, at least in the interim period until issues of the civil society seat can be sorted out. The consultation has taken place and Chebet Maikut has been identified to play this role on ExCo for 2006. His curriculum vitae was made available to Members.

The Chair also noted his own regret and disappointment that the relationship with the NGO Committee (NGOC) was unilaterally severed by the NGOC in 2002 because of the efforts of one individual who was attending a CGIAR meeting for the first time.

A draft strategy paper has been prepared by the CGIAR Secretariat that addresses a framework for engagement with civil society organizations (CSOs). It was discussed previously by ExCo and updated to reflect comments received. Maria Iskandarani (CGIAR Secretariat) presented the draft strategy paper, which contains the following key recommendations:

1. Adoption of a more holistic approach to engagement with CSOs;
2. Establishing a network of CGIAR CSO focal points ;
3. Establishing a web portal for accessing information on CGIAR-CSO engagement;
4. Enhancing current mechanisms for engagement with CSOs;
5. Developing new mechanisms for engagement with CSOs, including
  - GFAR-CGIAR collaboration in conducting CSO consultations
  - Mechanisms for engagement with CSOs in impact assessment work
  - Regional consultations informing strategic planning, e.g. pilot for West/Central Africa and/or East Africa
  - Scientific and Know-how Exchange Program (SKEP) with CSOs;
6. Dissolving the dormant CGIAR NGO Committee and filling the CSO seat on ExCo with a representative of farmers' organizations from a developing country.



F. Reifschneider reported the recommendations from ExCo, and summarized the results of the consultation with the GFAR Chair, on identifying a set of individuals who could potentially be appointed to ExCo for a one-year interim period.

***Discussion:***

- Members welcomed having a systematic engagement with CSOs, and endorsed devoting a major part of AGM06 to a CSO Forum, similar to the Science Forum at AGM05.
- Broad support was given to the ExCo recommendation to fill the CSO seat on ExCo with a farmers' representative from the South.
- It was suggested that before deciding on the selection of a candidate, CVs of nominees should be shared with membership for comments.
- The background paper was found to be useful, and it was suggested that it should be circulated to membership for another round of comments.
- The cost of alternative models for engagement with CSOs should be studied carefully.
- Although a few Members agreed with dissolving the dormant NGO Committee as recommended by ExCo, several other Members agreed that delaying the discussion about the future of the NGO Committee until after AGM06 would be more prudent.

***Decisions:***

- *The CVs of the farmer representatives, identified by GFAR as candidates for filling the vacant seat on ExCo for a period of one year (until AGM06), will be sent to ExCo for comments, before the CGIAR Chair formalizes the appointment.*
- *The background strategy paper should be revised, following an additional round of comments from Members, and then re-submitted to ExCo for final discussion and approval.*
- *The dormant NGO Committee should be left dormant, until AGM06 so that dialogues held during the CSO Forum could feed into a further discussion on the future of the NGO Committee.*
- *The CGIAR endorsed organization of a CSO Forum in conjunction with AGM06, as part of the Stakeholder Meeting. Members should send any suggestions they have for the CSO Forum to the CGIAR Secretariat.*

**(b) Global Donor Platform for Rural Development: An Overview**

Christoph Kohlmeyer (Germany) was invited to introduce the Global Donor Platform for Rural Development (GDPRD) to Members. The objective of the GDPRD is to reduce poverty and enhance economic growth in rural areas in developing countries through improved donor cooperation, collaboration and coordinated dialogue with partner countries. There are currently 25 members. GDPRD activities are based on three pillars: (1) to raise advocacy of needs/opportunities of the rural poor, (2) to promote knowledge management through shared learning, and (3) to foster harmonization and alignment efforts in rural development at the country level.

He presented the following ideas on where GDPRD and the CGIAR System could come together:

- CGIAR institutions could participate as peer-reviewers for GDPRD products;
- GDPRD could help disseminate CGIAR publications through its website (<http://www.rdxxl.org/>);
- GDPRD and CGIAR could facilitate online discussions within the rural community on “hot topics” in agriculture and rural development; and
- GDPRD could integrate CGIAR institutions in harmonization and alignment processes.

The Chair thanked C. Kohlmeyer for his presentation to the Group.

## **Agenda Item 9. Medium-Term Plans and 2006 Financing Plan**

### **(a) Comment from the Science Council**

P. Pinstруп-Andersen presented the SC commentary on Center and Challenge Program MTPs for 2006-2008. He noted that the SC takes the MTPs very seriously and has provided Centers clear comments on their MTP proposals. Overall, the MTPs have improved from last year, and there is clearer planning at the Center and project level. Centers have shown a better alignment of their research with CGIAR goals and are beginning to respond to the proposed System Priorities, just approved by the CGIAR.

The SC would like to see improvement in terms of:

- Stronger focus on International Public Goods;
- Less development *per se* activities as this shifts resources and attention from IPGs;
- More explicit articulation of pathways from outputs to impact;
- Better and more sharply-defined output targets;
- Improved interaction on common themes; and
- More specificity on the role of partners.

### **(b) Report from the CGIAR Secretariat**

Shey Tata (Lead Finance Officer, CGIAR Secretariat) presented an update on the status and trend of Centers’ financial health indicators and a summary of the investment proposals and financing plan for the 2006 CGIAR agenda, prepared in collaboration with IRRI. He acknowledged the excellent collaboration and support provided by IRRI’s finance team.

In general, the liquidity of Centers that have been fallen below the recommended liquidity target has been improving over the past three years. In 2004, three Centers remained below the recommended benchmark for liquidity and four remained under the recommended target for reserves.

The proposed research agenda for 2006 requires an investment of US\$489 million, which includes the CPs. This represents an increase of \$64 million (15 percent) over the actual 2004 level. The financing of the proposed research agenda is expected to be provided from \$452 million in investor grants, \$21 million from Center income, and \$16 million from other sources and Center reserves. Thirteen Centers propose an increased budget over 2004 and two a decrease. Nearly one-half of the budget (48 percent) will be spent on research programs in Sub-Saharan Africa.

***Discussion:***

- Concern was raised that some Centers have comparatively high levels of reserves; at the same time it was acknowledged that those Centers with gene banks need a high financial “cushion.” The question is what the recommended level of reserves should be for those Centers.
- It was suggested that, instead of individual Centers maintaining reserve margins, a System-pooled margin be maintained; the Alliance could take the lead in exploring necessary levels and developing pooling options. Expertise could be drawn from the CGIAR Secretariat, but also the private sector which may have additional expertise to offer regarding the financial management of genebanks.
- Centers welcomed the SC commentaries and found them useful in guiding their research planning and in further improving future MTPs. They will continue to work with the SC to make the necessary improvements. Centers indicated that they are analyzing the issue of adequate Center reserves and will be developing suggestions.
- The issue of the currency exchange rate fluctuation on CGIAR funding levels was raised. It was noted that there has been only a slight decrease of purchasing power.

***Decision:***

- *Members approved the 2006 Financing Plan.*
- *The CGIAR requested the Alliance to explore and develop options for System-wide pooling of reserves. This should be submitted to the CGIAR Secretariat by the end of April 2006, to be reviewed by ExCo at its May 2006 meeting. Expertise from the private Sector, CGIAR Secretariat and others should be mobilized as needed.*

## **Agenda Item 10. Other Business**

### **(a) Dates of Future CGIAR Meetings**

I. Johnson introduced the item by noting that in light of Members assessment of the Stakeholders Meeting during the Opening Session of the Business Meeting, adjustments should be made to the composition and timing of agenda items at AGM06, including reducing the amount of time devoted to plenary sessions.

F. Reifschneider presented the following proposed dates for upcoming CGIAR meetings, and informed Members that several offers have been received to host AGM06:

ExCo 10: May 17-18, 2006

ExCo 11: Week of October 16, 2006

AGM06: December 4-7, 2006

AGM07: December 3-6, 2007

If serious conflicts arise, Members were requested to inform the CGIAR Secretariat.

### **(b) Report from Genetic Resources Policy Committee**

GRPC member Carl-Gustaf Thornstrom briefed Members on recent GRPC activities and outcomes of meetings held in 2005. He noted several items, highlighting in particular the draft agreement with the Governing Body of the FAO Treaty on PGRFA including issues to address stewardship of IPGs, revision of the ethical principles document, and a policy statement on intellectual property. A summary report of GRPC meetings held in 2005 was submitted for information and included in AGM05 documentation.

The Chair thanked C-G. Thornstrom for his report to the Group.

## **Agenda Item 11. Closed Session**

### **(a) Chairmanship of the CGIAR**

Members discussed their views on selection and appointment of the next CGIAR Chair, following I. Johnson's departure in 2006. An aide memoire will be presented to the World Bank President to convey the views of the CGIAR.

### **(b) SC Membership**

SC member Keiji Kainuma will step down from the SC at the end of 2005. F. Reifschneider briefed the Group about the process being used to recruit a replacement for him. He clarified the process and noted that nominations for the successor would be sought, as required by the CGIAR Charter. In addition, SC Chair Per Pinstrup-Andersen informed the Group that his contribution as SC Chair will end at the end of his 3-year term and he does not wish to be considered for an extension. Members discussed next steps in the search and appointment process to fill both positions to ensure a smooth transition.

#### ***Decision:***

- *As per the CGIAR Charter, a search committee for the SC Chair and member positions should be established, building on the previous SC search and nomination committee (SNC) membership. The CGIAR Secretariat would make a*

*proposal to ExCo on the composition and TOR of the search committee. The search process should make a special effort to identify qualified candidates from developing countries. Efforts will be made to move the SC member search process at a fast pace in order to fill the vacancy as soon as possible.*

- *The TOR of the next Science Council Chair should be clarified, based on the experience of the present Chair, and the recruitment process should be initiated as early as necessary to cast a wide net.*
- *The CGIAR should be briefed regularly on the progress in SC Chair and Member recruitment.*

## **Agenda Item 12. Closing Session**

A Digivote assessment on CGIAR business conducted between AGMs and on AGM05 was held.

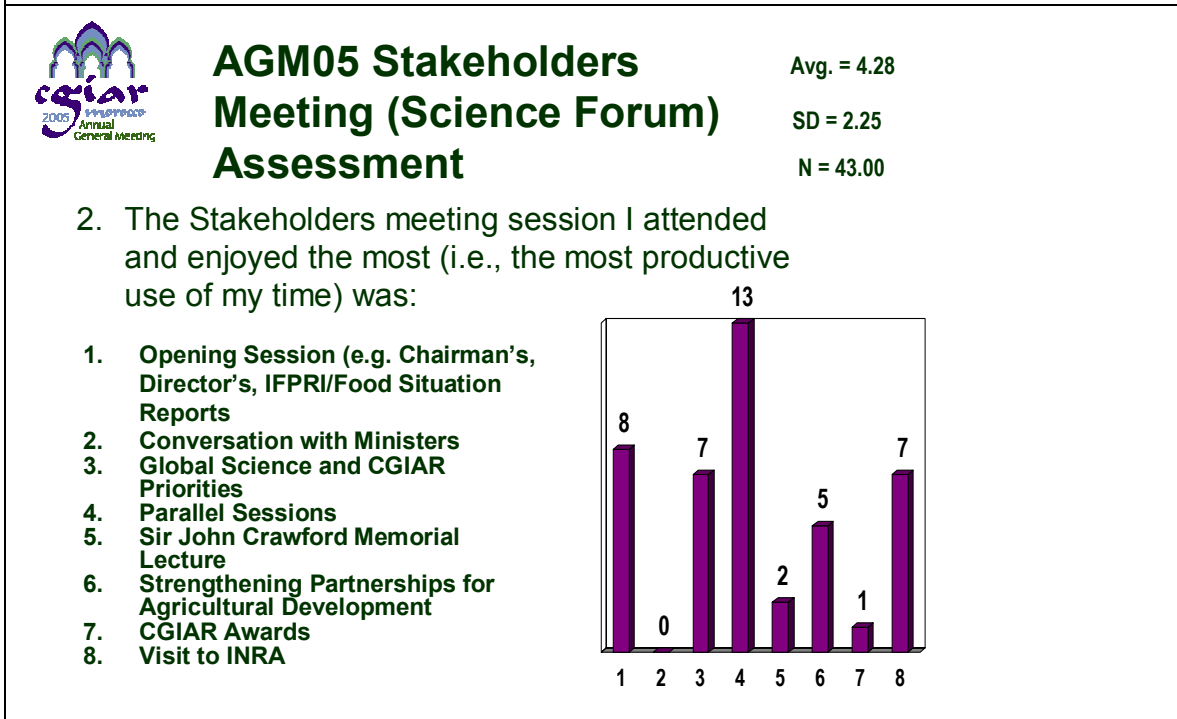
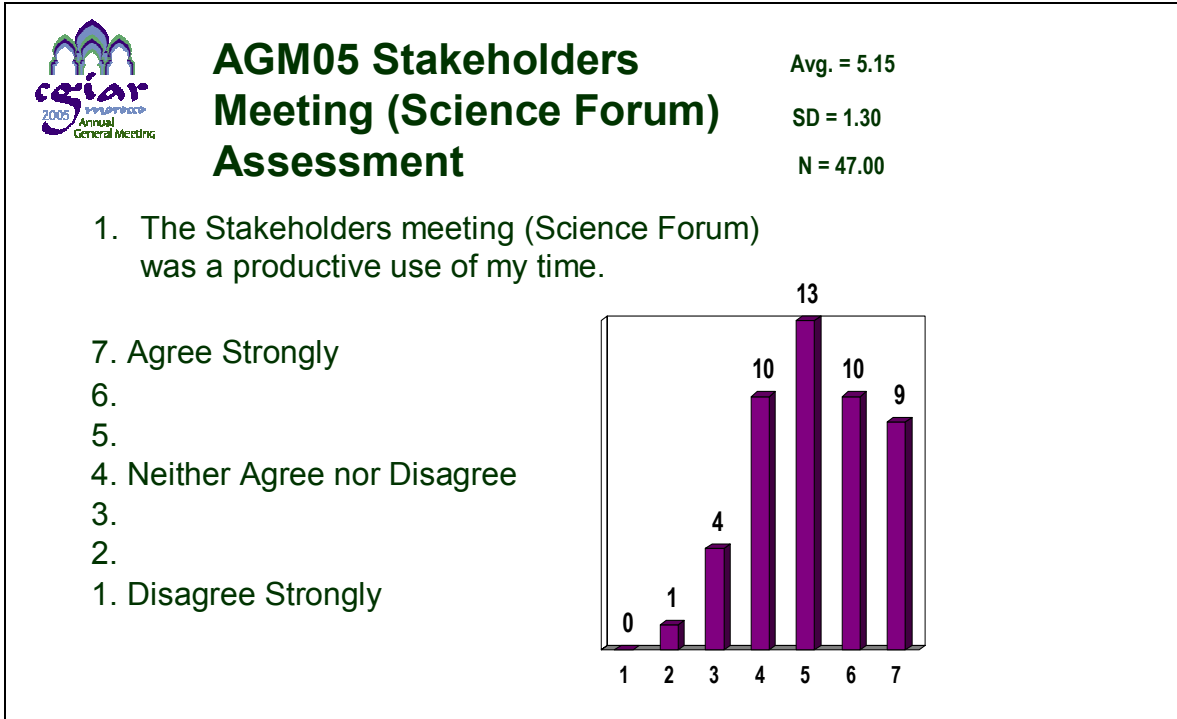
I. Johnson closed the meeting by thanking the Government of Morocco for hosting AGM, particularly INRA Director General Hamid Narjisse and his staff for all of their hard work. He also thanked ICARDA DG Adel El-Beltagy and his colleagues, as well as Ernest Capbert and IMMS, Francisco Reifschneider and CGIAR Secretariat staff for their efforts.

The EIARD Chair presented a scroll to the CGIAR Chair, acknowledging his contribution to the System.

The CGIAR Chair concluded the meeting by noting the personal journey he has undergone as Chair of the CGIAR and thanked Members for their support to him over the years. He noted the System has gone from an unsure to a strong and stable footing with a major increase in funding and support. He asked Members that they continue to motivate his successor to strive to bring the System to even greater heights. He thanked everyone for their participation and gavelled the meeting to a close.

The CGIAR Director, on behalf of the System, thanked the CGIAR Chair for his major contributions and invited participants to a reception honoring the outgoing Chair.

CGIAR Members' Feedback on AGM 2005





## AGM05 Stakeholders Meeting (Science Forum) Assessment

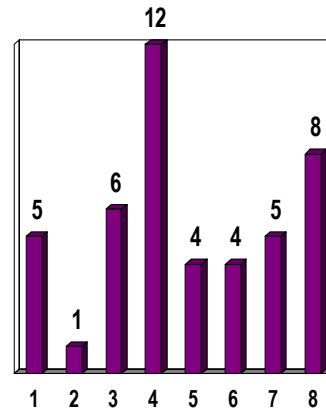
Avg. = 4.80

SD = 2.21

N = 45.00

3. The Stakeholders meeting session I attended and enjoyed the second most (i.e., the second most productive use of my time) was:

1. Opening Session (e.g. Chairman's, Director's, IFPRI/Food Situation Reports)
2. Conversation with Ministers
3. Global Science and CGIAR Priorities
4. Parallel Sessions
5. Sir John Crawford Memorial Lecture
6. Strengthening Partnerships for Agricultural Development
7. CGIAR Awards
8. Visit to INRA



## AGM05 Stakeholders Meeting (Science Forum) Assessment

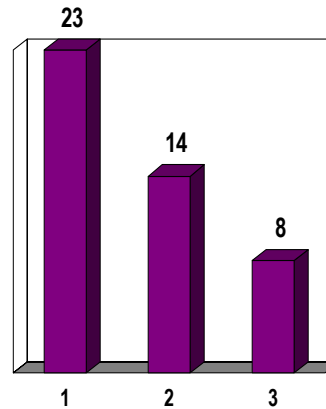
Avg. = 1.67

SD = 0.76

N = 45.00

4. The Stakeholders meeting should allocate more, the same, or less time to plenary sessions.

3. More time
2. Same time
1. Less time





## AGM05 Stakeholders Meeting (Science Forum) Assessment

Avg. = 2.23

SD = 0.56

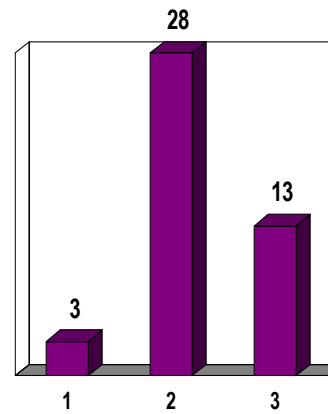
N = 44.00

5. The Stakeholders meeting should allocate more, the same, or less time to interactions at exhibits.

3. More time

2. Same time

1. Less time



## AGM05 Stakeholders Meeting (Science Forum) Assessment

Avg. = 2.43

SD = 0.62

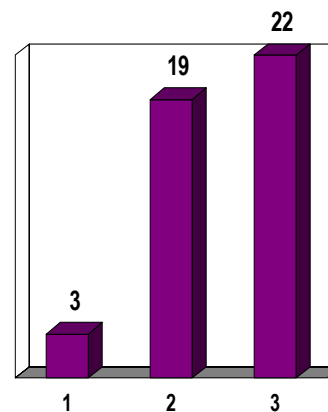
N = 44.00

6. The Stakeholders meeting should allocate more, the same, or less time to parallel sessions.

3. More time

2. Same time

1. Less time







## 2. CGIAR Status Report

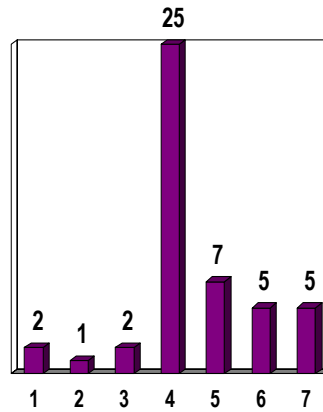
Avg. = 4.47

SD = 1.35

N = 47.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



## 2. CGIAR Status Report

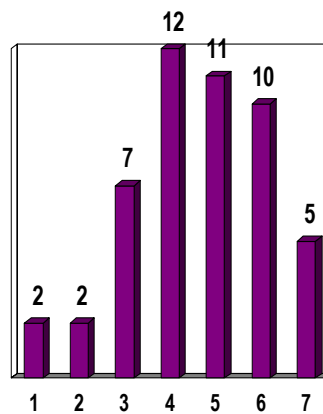
Avg. = 4.59

SD = 1.51

N = 49.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 2. CGIAR Status Report

Avg. = 5.21

SD = 1.37

N = 48.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

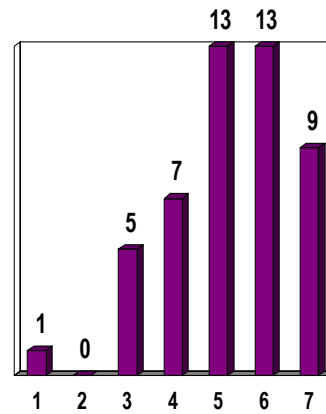
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



## 3.a. CGIAR Priorities and Strategies: 2005-2015

Avg. = 4.62

SD = 1.69

N = 45.00

1. Time allocated to this agenda item was sufficient.

7. Too much

6.

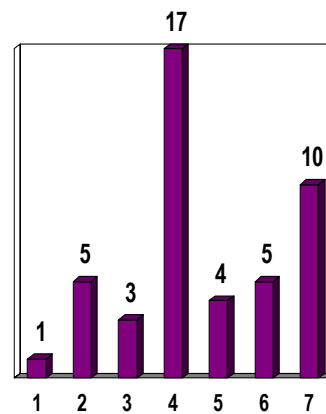
5.

4. Just about right

3.

2.

1. Not enough





### 3.a. CGIAR Priorities and Strategies: 2005-2015

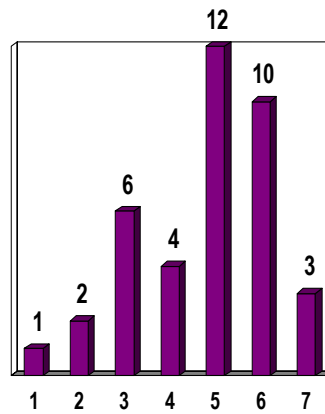
Avg. = 4.74

SD = 1.46

N = 38.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 1. 7. Agree Strongly
- 2. 6.
- 3. 5.
- 4. 4. Neither Agree nor Disagree
- 5. 3.
- 6. 2.
- 7. 1. Disagree Strongly



### 3.a. CGIAR Priorities and Strategies: 2005-2015

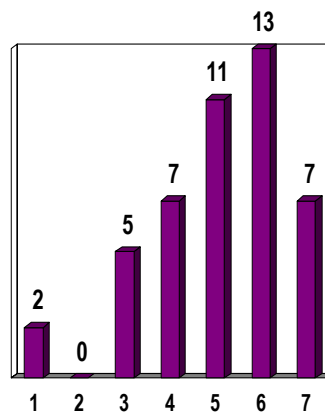
Avg. = 5.04

SD = 1.49

N = 45.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 4.a. External Program and Management Review of IFPRI

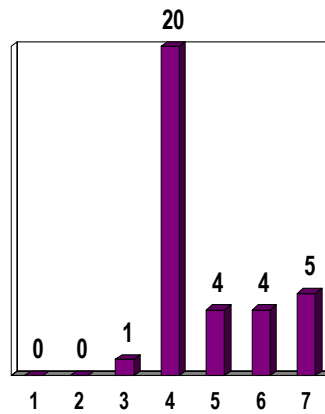
Avg. = 4.76

SD = 1.16

N = 34.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



### 4.a. External Program and Management Review of IFPRI

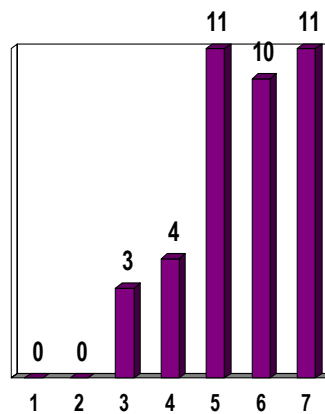
Avg. = 5.56

SD = 1.22

N = 39.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 4.a. External Program and Management Review of IFPRI

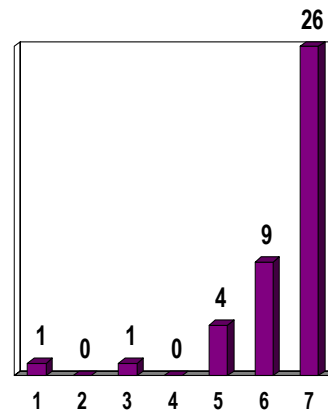
Avg. = 6.34

SD = 1.20

N = 41.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### 4.b. External Program and Management Review of CIMMYT

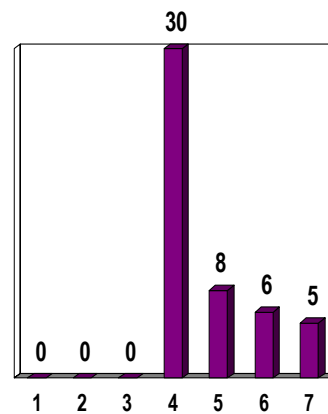
Avg. = 4.71

SD = 1.03

N = 49.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





### 4.b. External Program and Management Review of CIMMYT

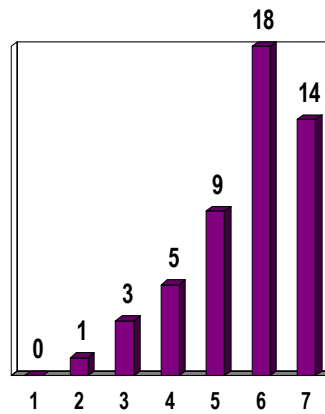
Avg. = 5.64

SD = 1.26

N = 50.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### 4.b. External Program and Management Review of CIMMYT

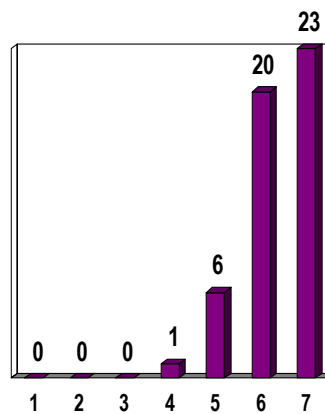
Avg. = 6.30

SD = 0.75

N = 50.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 5.a. SSA Task Forces Follow-up

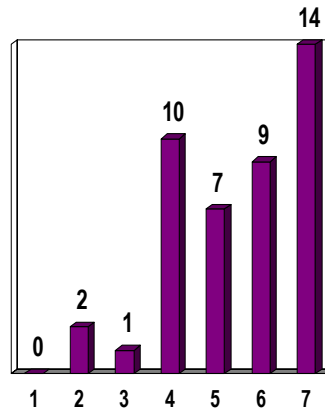
Avg. = 5.44

SD = 1.44

N = 43.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



### 5.a. SSA Task Forces Follow-up

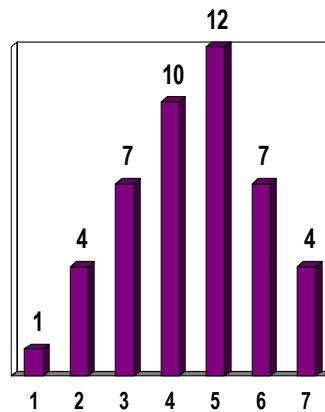
Avg. = 4.44

SD = 1.48

N = 45.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 5.a. SSA Task Forces Follow-up

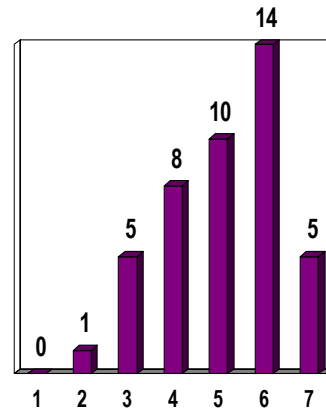
Avg. = 5.07

SD = 1.28

N = 43.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### 5.b. Funding System Priorities Task Force

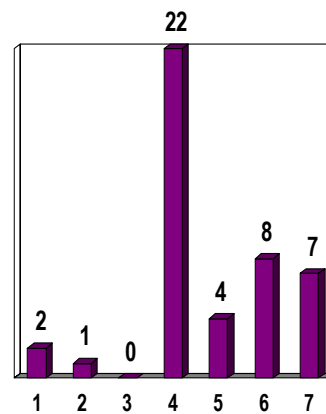
Avg. = 4.75

SD = 1.48

N = 44.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough







## 5.b. Funding System Priorities Task Force

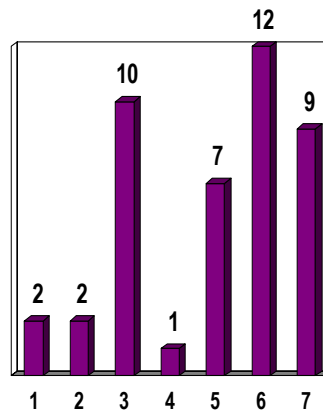
Avg. = 4.88

SD = 1.79

N = 43.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

7. Agree Strongly  
6.  
5.  
4. Neither Agree nor Disagree  
3.  
2.  
1. Disagree Strongly



## 5.b. Funding System Priorities Task Force

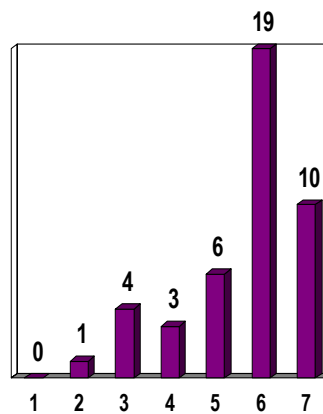
Avg. = 5.58

SD = 1.30

N = 43.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly  
6.  
5.  
4. Neither Agree nor Disagree  
3.  
2.  
1. Disagree Strongly





### 6.a. Report from the Science Council

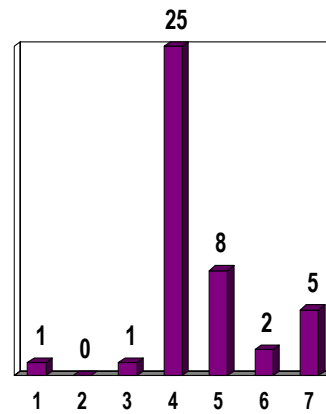
Avg. = 4.55

SD = 1.18

N = 42.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



### 6.a. Report from the Science Council

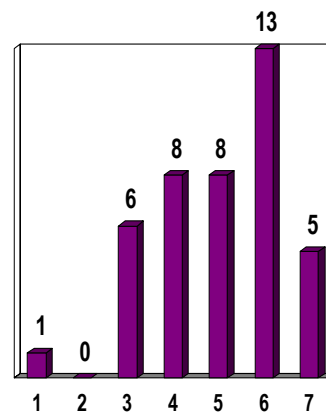
Avg. = 4.98

SD = 1.41

N = 41.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 7. Perspectives from the Centers

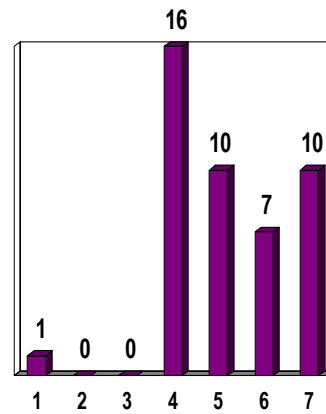
Avg. = 5.16

SD = 1.33

N = 44.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



## 7. Perspectives from the Centers

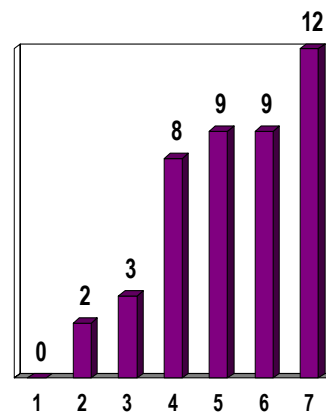
Avg. = 5.30

SD = 1.46

N = 43.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 7. Perspectives from the Centers

Avg. = 5.07

SD = 1.79

N = 46.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

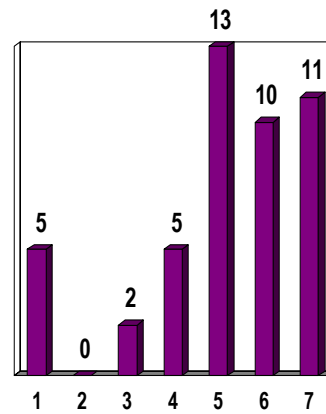
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



## 8.a. CGIAR Engagement with CSOs

Avg. = 5.26

SD = 1.41

N = 39.00

1. Time allocated to this agenda item was sufficient.

7. Too much

6.

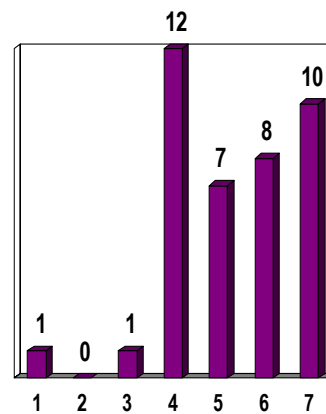
5.

4. Just about right

3.

2.

1. Not enough





### 8.a. CGIAR Engagement with CSOs

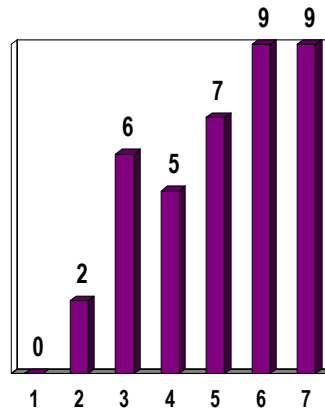
Avg. = 5.11

SD = 1.55

N = 38.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### 8.a. CGIAR Engagement with CSOs

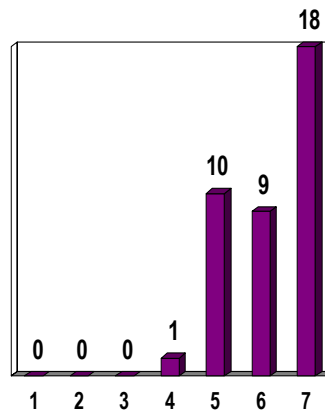
Avg. = 6.16

SD = 0.90

N = 38.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 9. Medium-Term Plans and 2006 Financing Plan

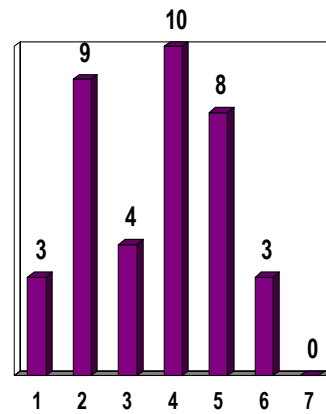
Avg. = 3.54

SD = 1.46

N = 37.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



## 9. Medium-Term Plans and 2006 Financing Plan

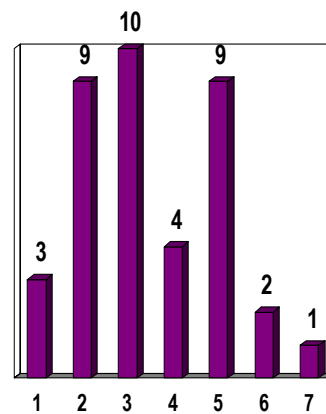
Avg. = 3.45

SD = 1.52

N = 38.00

2. CGIAR adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 9. Medium-Term Plans and 2006 Financing Plan

Avg. = 5.03

SD = 1.40

N = 37.00

3. Outcome as summarized accurately reflects discussion.

7. Agree Strongly

6.

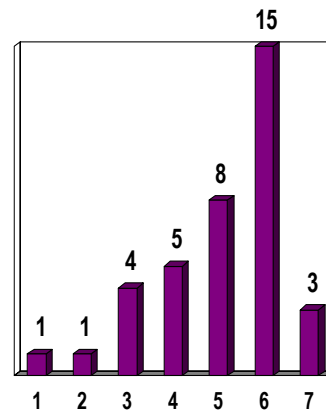
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



## Business Between AGMs

Avg. = 5.21

SD = 1.12

N = 33.00

1. Decision making by the CGIAR between AGMs was facilitated by ExCo.

7. Agree Strongly

6.

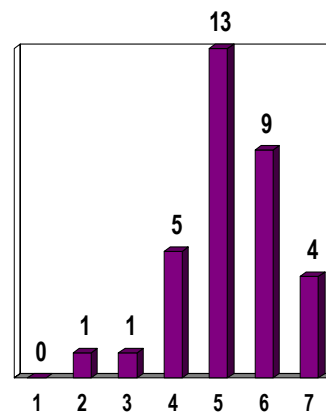
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





## Business Between AGMs

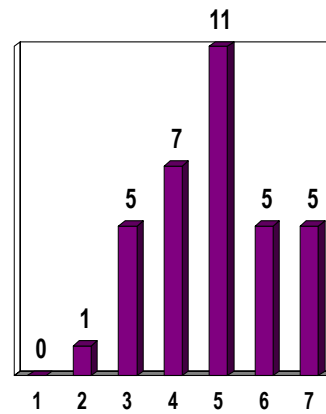
Avg. = 4.85

SD = 1.33

N = 34.00

2. ExCo's conduct of business is transparent to CGIAR Members.

7. Agree Strongly  
6.  
5.  
4. Neither Agree nor Disagree  
3.  
2.  
1. Disagree Strongly



## Business Between AGMs

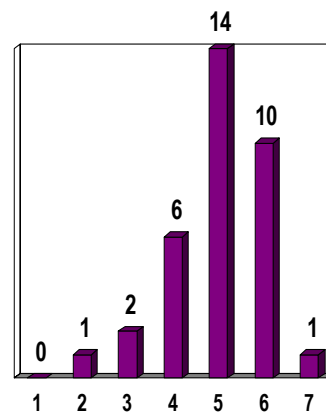
Avg. = 4.97

SD = 1.04

N = 34.00

3. ExCo provided adequate oversight of the implementation of CGIAR decisions.

7. Agree Strongly  
6.  
5.  
4. Neither Agree nor Disagree  
3.  
2.  
1. Disagree Strongly







## AGM05 Business Meeting Assessment

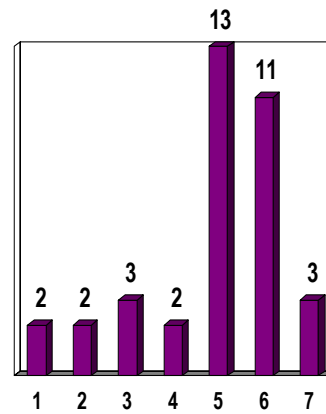
Avg. = 4.86

SD = 1.55

N = 36.00

1. Decision making by the CGIAR at AGM05 was facilitated by ExCo's guidance and recommendations.

7. Agree Strongly
- 6.
- 5.
4. Neither Agree nor Disagree
- 3.
- 2.
1. Disagree Strongly



## AGM05 Business Meeting Assessment

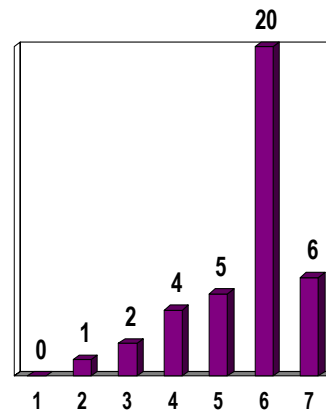
Avg. = 5.55

SD = 1.19

N = 38.00

2. The AGM05 documentation provided (in electronic and printed formats) enabled me to discuss and decide CGIAR matters adequately.

7. Agree Strongly
- 6.
- 5.
4. Neither Agree nor Disagree
- 3.
- 2.
1. Disagree Strongly





## AGM05 Business Meeting Assessment

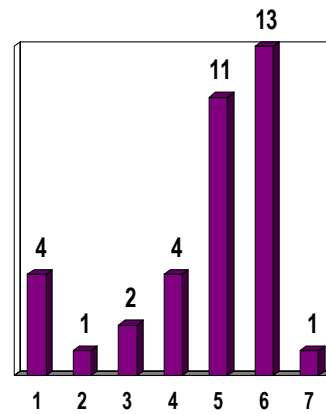
Avg. = 4.67

SD = 1.65

N = 36.00

3. The decision making process during the Business Meeting was effective.

7. Agree Strongly  
6.  
5.  
4. Neither Agree nor Disagree  
3.  
2.  
1. Disagree Strongly



## AGM05 Business Meeting Assessment

Avg. = 4.24

SD = 1.55

N = 37.00

4. The Business Meeting was a productive use of my time.

7. Agree Strongly  
6.  
5.  
4. Neither Agree nor Disagree  
3.  
2.  
1. Disagree Strongly

