



**Meeting of the Alliance Board
of the
Consultative Group on International Agricultural Research**

**Summary Record
of
Proceedings**

**Royal Museum for Central Africa
Tervuren, Belgium**

21 May 2008

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AI1. Opening Session

WELCOME AND INTRODUCTIONS

AB Chair Guido Gryseels welcomed the Board Chairs to the Alliance Board Meeting and extended a special welcome to:

- Getachew Engida, Africa Rice Board Chair;
- Ruth Egger, CIP Chair;
- Stein Bie, ICRISAT Chair;
- Elizabeth Woods, IRRI Chair;
- Remo Gautschi, WorldFish Chair;
- Phindile Lukhele-Olorunju, Bioversity Vice Chair, representing Tony Gregson who sent regrets; and
- Achi Atsain, IFPRI Board Member, in lieu of IFPRI Board Chair Ross Garnaut from whom apologies had also been received.

The attendance list at *Annex 1*.

ADOPTION OF AGENDA

Decision/ Action: The Draft Agenda (please see *Annex 2*) was adopted as circulated.

REVIEW AND ADOPTION OF BEIJING SUMMARY RECORD

Decision/ Action: The Summary Record of the December 2007 Meeting in Beijing, approved virtually on February 15, 2008, was confirmed.

MATTERS ARISING

From the Beijing meeting's Decisions and Actions Table, all items are either completed or on track. Three outstanding matters were noted:

- a. Board Compensation, which is on this meeting's agenda,
- b. Role of Center Board Program Committees, also on this meeting's agenda, and
- c. Follow-up on Implementation of the Stripe Review Recommendations. The Chair recalled that the Alliance had been requested by the Executive Council to report to ExCo15 in October 2008 on the Centers' progress in implementing the recommendations of the Stripe Review. Guido will contact the Chairs in June with a proposal to move this forward and facilitate the report to ExCo15.

AI2. Chair's Report

The Chair reported on his activities since assuming AB Chair duties in January 2008. These included:

- a. A fruitful one-day visit to the CGIAR Secretariat in Washington, DC on 25 February 2008 at the invitation of CGIAR Director Ren Wang. He discussed with Ren matters of common interest, informed Ren of the Alliance's workplan for the year, and requested continuing Secretariat support to the Alliance Board; Ren gladly agreed to continue

supporting the AB with a third of Jo Hernandez's time. In addition, Guido was briefed by Secretariat staff on recent System developments, particularly in communications, finance, and governance.

- b. A productive one-day visit to Rome in April 2008 to discuss the Alliance's May meeting agenda with AE Chair Emile Frison and Chief Alliance Officer Anne-Marie Izac. Asked whether support to the AB would be provided by the Alliance Office or the CGIAR Secretariat, he informed Anne-Marie of the AB decision to continue with the current arrangement, pending conclusion of the Change Management Initiative where integration of the three secretariats in the System is anticipated.
- c. Participation in the Change Management Initiative face-to-face meetings (the kick-off workshop in Washington, DC, in February, and the Ottawa Retreat in May) in addition to virtual conferences (by email and telephone) of the Governance Working Group on which he represents the Alliance. He added that the Change Management activities have demanded considerable time.

AI3. AB Approach to the Change Management Initiative (CMI)

The Chair recalled, especially for the new AB members, that the AB decided in Beijing that it would have a separate meeting at each and every Alliance meeting; hence this separate albeit very brief meeting despite the heavy AB-AE meeting agenda.

Guido pointed out that it is widely recognized that Center governance in the CGIAR System has improved considerably in recent years. When there is an organizational calamity at a Center, however, it is logical that boards are held accountable since boards are the oversight bodies that are legally and ultimately responsible for the Center's welfare and its ability to achieve its mission. At the same time, Guido expressed concern about the continuing tendency to blame Boards for all that is wrong in the CGIAR. He sees the issue of the so-called excessive number of Board members in the System as a 'red herring', and refers to the results of a recent survey by the AB secretariat that indicates that the costs of Boards amounts only to .8 % of the CGIAR System revenue.

Andrew Bennett apologized that he did not prepare a draft AB position paper on CM as promised. After having read the continuing heavy email traffic on CM, he decided it was premature to do so, with which the group concurred.

Discussing the CM from the AB perspective, the following key points were made:

- o The Alliance Board perspective, sometimes distinct from the DGs, needs to be adequately reflected in CM deliberations.
- o With the Board Chairs' oversight mandate and the DGs' management role, it may not always be feasible to have a unified position with the DGs.
- o Whatever changes may be proposed, it is crucial to avoid having to renegotiate Centers' Host-Country Agreements.
- o If the Centers' legal structures are to be changed, an interim period may have to be provided for these structural changes to be put in place.
- o Board Chairs have informed and/or discussed the ongoing CMI with their Boards but, since there was as yet no clarity on the proposed vision for the System, it has not been possible to put forth specific proposals.

- At what stage do we seek our Board's approval or support for CM proposals? Will the System vision be handed down to us as a fiat? Do we cede or oppose the conclusions? Will Centers be able to support the CM proposals?
- Ensure that the Change Steering Team adheres to communication best practices and includes the AB appropriately in the process.
- The ongoing CMI seeks to reinvigorate the CGIAR to enable it to respond more effectively and efficiently to global development challenges. There is a need to identify and make changes in the System that make it easier to do business and where everyone benefits. These changes may require giving up some responsibilities while taking on new ones.

Decision/ Action: Members will keep the above points in mind in the discussion at the joint Alliance Meeting immediately following the AB meeting.

AI4. Conduct of EPMRs

Bryan Harvey briefly introduced the item for which he had prepared the Report, as requested by the AB at the Beijing meeting. Members thanked Bryan for a fair and balanced report which accurately captures the issues that need to be addressed for an EPMR that is credible, strategic and cost-effective.

Decision/ Action: The AB Chair will share the Harvey Report with the AE for comment and discuss it with the SC Chair during the SC meeting in Tervuren in September 2008.

AI5. Board Compensation Survey

Uwe Werblow introduced the item and thanked Jo for the excellent work on the Board Compensation Survey. It was suggested that the Centers use the Survey as a reference to independently decide their Board compensation policies. It was emphasized that in recruiting board members, it is not the financial compensation but rather the time required for board service that is the major deciding factor. Remo Gautschi, who was attending his first AB meeting, informed the group that the WorldFish compensation policies reflected in the Survey were decided before he became WorldFish Board Chair.

Decision/ Action: The Boards will use the Survey as a reference to autonomously decide Centers' Board compensation policies. The Survey should be updated every two years.

AI6. Role of Center Board Program Committees

Bryan Harvey briefly introduced the item, recalling that a review of the role of Center Board Program Committees (PCs) was prompted by the concern that the SC appears to be overstepping its mandate and impinging on board authority without necessarily taking away the boards' legal responsibility.

It was agreed that Center Board PCs still play a strategic role of providing the Board science policy advice and monitoring the quality and impact of the Center's scientific activities. Key points made in the discussion include:

- It is difficult to understand the rationale behind the *CGIAR Guidelines on Center Governance* that “naming the whole Board to serve on the Program Committee, as a reflection of its focus on Center strategy, can blur the distinction between the Board and its committees; the preferred alternative may be not to have a program committee.” The full Board meeting as a PC does not go over the same ground. This may have to be discussed when the *Governance Guidelines* are next updated.
- With the Board equal to PC, the ICRAF Board spends half of its meeting time on PC issues. For CIMMYT, with the Board size significantly reduced, the key is doing the right science and doing the science right.
- The strategic role of PCs is expected to grow as Centers are associated with non-CGIAR related research and with these the need to ensure these ancillary research do not interfere with core Center research.
- How should scientific oversight of SWEPS be handled? Centers are responsible for SWEPS but the SC provides oversight, a clear case of responsibility without authority.
- Some Boards use part of the PC meeting to understand how the Center is functioning, how research is done and to meet staff to learn of their triumphs and frustrations.
- Several Boards open some Board meeting sessions to staff for transparency.
- While some degree of transparency is good, Boards should ensure that its interaction with staff does not interfere with management.

Decision/ Action: The Boards will use the information on Center Board PCs as a reference to autonomously decide how to organize its PCs.

AI7. Issues Arising from Alliance Meetings

Decision/ Action: At the time of the AB meeting, no additional issue(s) had emerged from the joint AB-AE meeting that needed discussion apart from what had been included in the AB meeting agenda.

AI8. Any Other Business

GRPC WG REPORT

WG Focal Point Tony Gregson could not attend the meeting but had provided a written report on the highlights of the GRPC23 meeting held in March 2008 at ICARDA. The System-wide policy on intellectual assets would be discussed at the joint AB-AE meeting.

GOVERNANCE TRAINING & BOARD ORIENTATION WG REPORT

WG Focal Point Andrew Bennett had provided a written report on the Board Orientation Program for 2008. It was noted that BOP participants have continually found the Program highly relevant and useful. Andrew requested the group’s continuing support in nominating new Trustees to the Program.

Closing Session

The Chair thanked everyone for their contributions to a fruitful meeting, despite the very limited time available, wished them an equally fruitful Alliance meeting, and declared the Meeting closed.

Agenda Item #	Agenda Item	Decision/Action	Status
1.	Agenda Adoption	The Draft Agenda was adopted as circulated.	<i>For information.</i>
	Beijing Meeting Summary Record	The Draft Summary Record of the Dec 2007 Beijing Meeting, approved virtually on 15 February 2008, was confirmed.	<i>For information.</i>
	Matters Arising from the Summary Record	<p>The AB will undertake a Board Compensation Survey, for discussion in 2008.</p> <p>The AB will review the role of Center Board Program Committees.</p> <p>Follow-up on implementation of the Stripe Review recommendations to respond to ExCo request to report to ExCo15.</p>	<p><i>Pending.</i> On this meeting's agenda.</p> <p><i>Pending.</i> On this meeting's agenda.</p> <p><i>Pending.</i> Chair to present in June a proposal to move this forward.</p>
2.	Chair's Report	<p>Visit to CGIAR Secretariat in for meeting with CGIAR Director and briefing on System developments. CGIAR Secretariat to continue providing support to AB.</p> <p>Visit with AE Chair and CAO to discuss Alliance meeting agenda.</p> <p>Participation in Change Management Initiative activities.</p>	<p><i>For information.</i></p> <p><i>For information.</i></p> <p><i>For information.</i></p>
3.	AB Approach to the Change Management Initiative	Chairs to keep in mind key points made in during discussion at the joint Alliance Meeting following the AB meeting, eg, AB perspective distinct from AE and should be adequately reflected in CM deliberations, Boards' oversight role and DGs' management role may not always allow a unified position.	<i>Completed.</i>
4.	Conduct of EPMRs	The AB Chair will share the Harvey Report with the AE for comment and discuss it with the SC Chair during the SC meeting in Tervuren in September 2008.	<i>In progress.</i> Awaiting AE comments on Harvey Report.

5.	Board Compensation Survey	<p>The Boards will independently decide Centers' Board compensation polices using the Survey as a reference.</p> <p>The Board Compensation Survey should be updated every two years.</p>	<p><i>Completed.</i> Responsibility is with individual Center Boards.</p> <p><i>Pending.</i> Survey to be updated for discussion at the Spring 2010 meeting.</p>
6.	Role of Center Board Program Committees	The Boards will independently decide how to organize its Program Committees using the report on Centers Board PCs as a reference.	<i>Completed.</i> Responsibility is with individual Centers Boards.
7.	Issues Arising from Alliance Meetings	At the time of the AB meeting, no additional issue(s) had emerged from the joint AB-AE meeting that needed discussion apart from what had been included in the AB meeting agenda.	<i>Completed.</i> No additional issues.
8.	Any Other Business	<p>GRPC WG Report. WG Focal point Tony Gregson provided a written report. The System-wide policy on intellectual assets would be discussed at the joint AB-AE meeting.</p> <p>Governance Training & Board Orientation WG Report. WG Focal Point Andrew Bennett provided a written report; requested the group's continuing support in nominating new Trustees to the BOP.</p>	<p><i>For information.</i></p> <p><i>For information.</i></p>

Annex 1 ATTENDANCE

<i>Africa Rice Center</i>	Getachew Engida
<i>Bioversity International</i>	Phindile Lukhele-Olorunju representing Tony Gregson
<i>CIAT</i>	-----
<i>CIFOR</i>	Andrew Bennett
<i>CIMMYT</i>	Lene Lange
<i>CIP</i>	Ruth Egger
<i>ICARDA</i>	Guido Gryseels
<i>ICRISAT</i>	Stein Bie
<i>IFPRI</i>	Achi Atsain representing Ross Garnaut
<i>IITA</i>	Bryan Harvey
<i>ILRI</i>	Uwe Werblow
<i>IRRI</i>	Elizabeth Woods
<i>IWMI</i>	Nobumasa Hatcho
<i>World Agroforestry Center</i>	Lynn Haight
<i>WorldFish Center</i>	Remo Gautschi
AB Executive Secretary	Jo Hernandez

Apologies

<i>Bioversity International</i>	Tony Gregson
<i>CIAT</i>	Yves Savidan
<i>IFPRI</i>	Ross Garnaut

Annex 2 REVISED DRAFT AGENDA

1. Opening Session
 - Welcome and Introductions
 - Adoption of Agenda
 - Review and Adoption of Beijing Meeting Summary Record
 - Matters Arising
2. Chair's Report
3. AB Approach to the Change Management Initiative
4. Conduct of EPMRs
5. Board Compensation Survey
6. Role of Center Board Program Committees
7. Issues Arising from Alliance Meetings
8. Any Other Business
 - GRPC WG Report
 - Governance Training & Board Orientation WG Report