

CONSORTIUM BOARD MEETING

1-3 March 2010

ILRI Headquarters, Nairobi

SUMMARY REPORT

The Board of the Consortium of the CGIAR Centers held its first meeting at ILRI's Headquarters in Nairobi from 1-3 March 2010. The Board Chair, Carlos Pérez del Castillo, was joined by five Board members, Mohamed Ait-Kadi, Tom Arnold, Ganesan Balachander, Lynn Haight and Carlos Sere (standing in for Andrew Bennett, the Alliance representative on the Board)¹.

The Board met for two days, followed by one-day visits to other CGIAR centers and their partners in Nairobi. In those two days of meetings, the Board made a number of key decisions.

In regards to the Strategy and Results Framework (SRF) and Mega Programs (MPs), and the process for 'fast tracking' of MPs, the Consortium Board:

- Stressed the need to finalize the SRF for consultation at the GCARD Conference by 20th March 2010.
- Endorsed the current portfolio of 8 MPs and asked that these be further developed (12 pages maximum) and presented to the Board for consideration no later than May 10.
- Expressed concern with the current state of presentation of MP components (MPCs). The Board decided that these should be revised, paying greater attention to their justification, including reduction of their number (by at least 50%).
- Defined initial criteria that they will use in their final selection and approval of MPs, including those selected for fast tracking. These criteria are:
 1. Building complementarities, synergies and collective action among centers in line with the CGIAR reform process, and ensuring that strategic research planning is done collaboratively among centers and partners;
 2. Demonstrating innovation; new areas of CGIAR work with interactions among Centers and greater partnerships (including outside the CGIAR centers) in different regions;
 3. Producing greater impact on the ground with regards to reducing poverty and hunger, improving world food security and environmental sustainability. The impact pathway must be clearly spelled out and quantified.
 4. Demonstrating a learning process in the development of the MPs.
 5. Indicating clear strategic focus and added value to current centers and programs
- In view of their importance in the international development agenda, potential impact on the ground, and donor's request for a few MPs to be fast tracked to provide them with concrete possibilities for funding in 2011, the Consortium Board decided that three MPs should be further developed as potential candidates for fast track treatment :
 - A – Agricultural systems for the poor and vulnerable (taking fully into account its interactions with value chains and markets (MP2)).
 - B- Sustainable crop productivity increase for global food security
 - C- Climate change and agriculture (integrating the Climate Change Challenge Programme)

¹ Apologies from other Board members: Gebisa Ejeta, Ian Goldin, Carl Hausmann (Vice-Chair), Bongiwe Njobe (Vice-Chair) and the Fund representative. The Board was supported by the interim Consortium Office (Anne-Marie Izac and Fiona Chandler).

- As agreed at the informal Fund Council discussion in February 2010 with the Alliance leadership and the Consortium Board Chair, the Consortium Board endorsed that the ‘fast tracking’ of certain MPs will not be at the expense of others and all MPs approved by the Board will be considered for funding by the donors.
- The Board expects to work in line with the timetable agreed upon with the Fund Council on 24 Feb 2010.
- The Board requests that the following items be addressed in the MP 12 pagers:
 - Clear objectives
 - Justification of the project
 - Measurable results
 - Centres involved and their input
 - Management arrangements for implementation
 - Timeframe
 - Expected outcomes
 - Necessary partners at the national and regional level
 - Innovation
 - Integration with other MPs
 - Risk
 - Quantified impact pathway
 - Budget

In regards to the recruitment of the Consortium CEO, the Board agreed to start the process and made the following decisions:

- To form a Search and Selection Task Force (Carlos Pérez del Castillo (Chair), Ganesan Balachander, Lynn Haight and other members who wish to volunteer).
- Agreed to hire a consultant to work with the Task Force on the basis of the information that the Interim Consortium Office will provide on three possible consultants (small or medium size businesses). The consultant will work with the Search and Selection Task Force in determining the profile of the CEO and manage the process.
- The Board amended the CEO terms of reference².
- The CEO will have a renewable three year contract with a probation period (as is the norm in the system). Salary range will be determined by the Search and Selection Task Force (at time of short listing).
- The CEO recruitment process will run in parallel with the process of selecting the Consortium Headquarters location.

The Consortium Board made the following decisions on the Draft Rules of Procedure for the Board

- The Board approved the Rules of Procedure with a number of amendments (see revised version of the Rules of Procedure). These will be sent to the other Board members, for approval on a no-objection basis.

Noting the importance of communications, the Consortium Board decided:

- The Consortium Board Chair will assume leadership for communication for the entire CGIAR system (as agreed with Chair of the CGIAR Fund Council, Kathy Sierra).

² Item 4c and 4d will be moved to item 3 and items 4a and 4b will be preceded by the text “the CEO backstops and supports the Consortium Board Chair”, followed by 4a and 4b. The Consortium constitution will be amended accordingly.

- A draft communication strategy will be presented to the Board at their May Board Meeting. This will include internal and external communications.
- The existing group of communication specialists will support the Consortium Board Chair through the interim Consortium Office
- The Board Chair will write to the centers about the results of the first Board meeting and follow up with a teleconference between the Board members and the Centers' Directors General.
- The Board Chair will also write a letter to all Centre staff (copying Directors General).

The Consortium Board decided as follows on the selection of a host country for the Consortium:

- Five sites were selected as possible locations on the basis of nominations and as a result of the Board's discussions: Addis Ababa, Delhi, Montpellier, Nairobi, and Rome.
- A letter will be sent to the highest level of each of these countries asking for a formal expression of interest that addresses the minimum criteria set out below. The letter will explain each country is shortlisted among others and will indicate a specific time to respond (2-3 months). The letter will include a request for an appointment with them and/or their designated Ministers. The letter will be circulated to the Consortium Location Task Force (chaired by Carl Hausmann) for approval.
- Minimum criteria are:
 - A commitment from the government to provide free of charge, various services, accommodation, facilities
 - For the Consortium, proper privileges and immunities including freedom from taxation
 - Immunity from national legal processes and recognition of international legal status
 - For Consortium employees, freedom from taxation
- The Chair and Vice-Chairs of the Consortium Board should engage in negotiation with the governments of these countries with a view to ascertaining their commitments.

The Board reviewed the proposed Consortium Office architecture, and the Consortium workplan and budget.

- The Board took note of the decision of the Fund Council's approval of a portion of the budget.
- The Board noted that the \$3 million requested for funds for MP development are indispensable to carry out the task and will respond shortly to the Fund's request for workplans on this budget item, requesting their urgent approval. The Board requested the interim Consortium Office to provide additional information on the workplans for MP proposals and the associated budget. The Board will approve, via email, the budget based on these actions.
- The Board Chair will submit the work plans and budget to Kathy Sierra.
- The Board set up four Task Forces to facilitate the implementation of the Consortium Board workplan (those in brackets, were not present at the meeting and have to be confirmed)
 - *CEO Search and Selection*: Chair: Carlos Pérez del Castillo, Ganesan Balachander, Lynn Haight, (Andrew Bennett)
 - *Consortium Office location*: Chair: Carl Hausmann, Tom Arnold, (Bongiwe Njobe) and others who wish to volunteer
 - *Science*: Ganesan Balachander, Mohamed Ait-Kadi, (Gebissa Ejeta). Chair to be decided by Task Force.
 - *Negotiations/dialogue with the Fund Council*: Chair: Lynn Haight, Tom Arnold, (Ian Goldin), (Fund Council nominee).
- The Board Chair will be available to support at the political level the work of the Committees if and when required.
- Terms of Reference for Science Task Force

- Design and implement a transparent process to assess the quality of the SRF, the Mega Program portfolio, and the full proposals of the MPs selected for fast tracking. The Task Force will make a recommendation to the Consortium Board meeting 23-25 May 2010 concerning final approval of the SRF, approval of the MPs for fast tracking and approval of the other MPs in the portfolio for further development by 10 September 2010.
- The Task Force will use the criteria approved by the Board at its March meeting and may use any mechanism it deems appropriate (e.g. peer review, consultations with the interim ISPC).
- The final SRF document and the description of the MP portfolio (12 pagers) and the full proposals for the three fast tracked MPs will be sent to the Science Task Force on 10 May 2010 at the latest.
- Make a recommendation to the Consortium Board meeting on 4 October 2010 regarding the approval of the balance the MPs in the MP portfolio.
- Terms of Reference for the Interactions with the Fund Council Task Force
 - Streamlining the Fund Council's and Consortium Board's approval process for the Mega Program proposals;
 - Design of performance contracts between the Fund and the Consortium;
 - Mechanisms to allocate funds that donors will invest in the Fund;
 - A single accountability/reporting back process which satisfies donors, Member Centers and the Consortium Board;
 - Funding modalities including monitoring and reporting for 2011;
 - Increasing the stability of funding over time to the MPs
- Task Forces will have access to resources to perform their tasks. Expected costs will be cleared through the Chair and Interim Consortium Office.

In relation to the Consortium constitution the Board requested that:

- The next (final) version should include a date and hour and those changes to the current version, received by Board members, are indicated in track change mode in their draft contract.

The Board divided responsibilities among Board members to visits to Centers and donors.

- All the Centers will be visited over the next few months. Each Center Director General will be contacted by the relevant Consortium Board member to organize and time the visit (e.g. Center Board meetings). Those in brackets were not present at the meeting and have to be confirmed.

IITA	(Bongiwe Njobe)
IIRI	Carlos Pérez del Castillo
CIFOR	Carlos Pérez del Castillo
CIMMYT	Lynn Haight or Carl Hausmann
CIP	Lynn Haight and Tom Arnold
IFPRI	Tom Arnold
Africa Rice	(Mohamed Ait-Kadi)
IWMI	(Mohamed Ait-Kadi) or Ganesan Balachander
World Fish	Ganesan Balachander
Bioversity	whatever members who want to stay on after next meeting
World Agroforestry Centre	(Bongiwe Njobe)
ICARDA	Carlos Pérez del Castillo
CIAT	Lynn Haight
ICRISAT	Ganesan Balachander
ILRI (Board Meeting/Addis)	Tom Arnold

- The Board agreed to respond favorably to the invitation by donors to visit them, in particular when the Board has developed a clear view on the specific funding needs and other requirements that the Consortium requires to move forward the process of reform. Taking into account the calendar of events, it was decided that Carlos Pérez del Castillo and Tom Arnold should visit USAID and the European Commission.
- Other donors identified for visits are:

World Bank	Carlos Pérez del Castillo
IDRC	Ganesan Balachander
CIDA	Lynn Haight
UK	Andrew Bennett
Sweden	To be identified
Switzerland	Andrew Bennett
Gates	Ganesan Balachander /Tom Arnold/ Carlos Pérez del Castillo

New Funding Sources:

Qatar	(Mohamed Ait-Kadi)
OPEC	(Mohamed Ait-Kadi)

Events:

IRRI 50 th	Ganesan Balachander
CIMMYT Borlaug event	apologies

The Board decided on their next meetings:

- May 23-25: On Sunday 23 May the discussions will focused on the SRF and MPs, on Monday 24 May, joint Alliance and CB meeting to discuss SRF and MPs and fast tracked MPs and on Tuesday 25 May, other Consortium Board business.
- The following Board meeting will be the first week of October, preferably with the Alliance in Aleppo, Syria or Rome, Italy. There will be at least one full day with full Alliance and two days for Consortium business. A message will be sent to the Fund Office to ascertain if they wish to schedule a Fund Council meeting back-to-back with the Consortium Board.