

Meeting of the Alliance Executive:

Alliance of the CGIAR Centers

April 27, 2006

**Cali, Colombia
CIAT**

*Final
Summary Record of
Proceedings*

June 20, 2006

**Prepared for the Alliance Executive
by the
Future Harvest Alliance Office**

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Attendance

CIAT	Joachim Voss, Director General (AE Chair)
CIFOR	David Kaimowitz, Director General
CIMMYT	Masa Iwanaga, Director General
CIP	Pamela Anderson, Director General
ICARDA	Adel El-Beltagy, Director General
ICRISAT	William Dar, Director General (ExCom Member)
IFPRI	Joachim von Braun, Director General
IITA	Hartmann, Director General
ILRI	Carlos Seré, Director General
IPGRI	Emile Frison, Director General
IRRI	Robert Zeigler, Director General
IWMI	Frank Rijsberman, Director General (ExCom Member)
Africa Rice Center (WARDA)	Kanayo Nwanze, Director General
World Agroforestry Center	Dennis Garrity, Director General
WorldFish Center	Stephen Hall, Director General
FHAO	Anne-Marie Izac, Chief Alliance Officer Kerri Wright Platais, Senior Program Officer
<u>Special Guest</u>	Douglas Pachico, Chair, Alliance Deputy Executive

Opening Remarks and Welcome

The Alliance Executive (AE) Chair, Joachim Voss, began the meeting by thanking the AE members who had worked on activities on behalf of the Alliance since the last meeting in Marrakech. Special thanks were given to Emile Frison for his work on finalizing the Alliance Principles and Procedures (AP&P), to Carlos Seré for his continued work as Chair of the AIARC Board, and to Frank Rijsberman, who recently joined the AIARC Board. The Chair noted that this was the final meeting for Adel El-Beltagy, Kanayo Nwanze and David Kaimowitz, and thanked them for their years of service and dedication to the Alliance.

The Chair referred to a statement made by David Kaimowitz in his parting speech, reminding the Centers that, in his opinion, the group was still less than the sum of its parts. He asked why this was so, and what the newly energized Alliance could do to change this. The key, he said, would be found in nurturing and cherishing the diversity that existed among the Centers, while at the same time moving forward with their collective work.

Agenda Item 1. Review of Decisions and Actions Table from the AGM05 Meetings

The decisions made at the AGM05 meetings were updated. No items required further attention.

Decision

1. *AGM05 decisions and Actions were updated and approved by the AE.*

Agenda Item 2. Update on System Office Units and review of Marketing Group strategy

SO Units Overview. William Dar, as the former AE Chair, now serves as Chair of the System Office Liaison and Coordination Sub-Committee for the AE.

William Dar stated that streamlining activities was a high priority for the management of the System Office (SO) units, and that a review of the SO would soon be underway. He said that following the completion of the SO review, oversight arrangements would be assessed to further define strategies, as requested by each of the units, for review of the Sub-Committee prior to AGM06.

Marketing Group. The AE Chair reminded the group that for the past three years the Marketing Group (MG) had been overseen by the AE Chair. This would change (effective immediately) to include direct oversight by the DG of the host Center of the MG Chair. The intent was to harmonize the oversight of this group, and to match what existed for the other SO Units.

The AE Chair requested that the MG be managed and governed by the AE SO Sub-Committee, with Joachim von Braun providing oversight, to help mobilize and control the portion of the MG budget that reflects the AE's contribution (US\$75,000 for 2006). The AE Chair asked the Future Harvest Alliance Office (FHAO) to be part of this, with the Chief Alliance Officer to provide comments on the MG strategy, liaising with Joachim von Braun.

Discussion

- The group was reminded that the idea of a media position for the FHAO had been considered, but this role was now subsumed by the newly created Media Unit, to be based at ILRI.
- Concerns were raised that the relationship between the AE, the Secretariat, and the MG would need to be further clarified in the future.
- It was agreed that an advisory group should review the priorities for the MG and advise accordingly. Questions were raised as to how this would happen and when.
- It was clarified that the AE Sub-Committee for the SO would be the entity to help provide guidance for the AE portion of the overall MG budget.
- The group was reminded that one of the strategic issues that still needed to be addressed was what to do with the Future Harvest name.
- The need to come back to the group with recommendations from the MG regarding the use of the CGIAR brand and for a harmonization across Centers of the use of "Future Harvest" was expressed.
- The group did not want to handle the issue at that time, and preferred to wait for the CAO to move the discussion of branding forward with the MG.
- Others mentioned that they would like to see the MG work with the AE and FHAO on the organization of Centers and Members Day. This was not mentioned in the current strategy, but would be noted, with funds reallocated as deemed necessary.
- As a matter of principle, a motion was made that in the future, AE funding for MG activities should only be used for collective activities, of relevance to the entire group. The motion was passed.

The Chair concluded that highest priority would be given to activities that involved all 15 Centers. Activities that involved a subset of the whole would be entertained, and proposals that involved only one Center would not be funded with AE funds. The Sub-Committee would be charged with making sure these principles were upheld.

Decisions

1. *The MG will be managed like the other SO units. The DG of the host Center of the Chair for the MG, at this moment Joachim von Braun, will thus provide regular oversight.*
2. *The budget request made by the MG for 2007 and subsequent years will be examined yearly in the fall, like that of other SO units.*
3. *The FHAO will provide Joachim von Braun with comments on the MG strategy.*

4. *The FHAO was asked to work with the MG on the issue of the logo and identity of the Alliance, in order to make a recommendation to the group by the next meeting.*
5. *As a principle for priority setting for the activities of the MG, AE funding will be allocated only to issues that are directly relevant to the Alliance.*

Agenda Item 3. SC-AE review of System-wide and Ecoregional Programs (SWEPs)

Anne-Marie Izac, the new Chief Alliance Officer (CAO), introduced this item, indicating that the SC had committed themselves to producing draft terms of reference (ToR) for a meta-review of the System-wide and Ecoregional Programs (SWEPs). She requested feedback from the AE, as well as a procedure to provide the SC with Alliance feedback when the ToR were ready. She asked that members suggest names of suitable individuals to serve as consultants for the meta-review.

Discussion

- While acknowledging that there was no perfect system, some speakers expressed that they were not happy with the way the reviews had been conducted in the past.
- It was noted that the current budget for the SWEPs was US\$2 million.
- It was observed that the meta-review would help in making hard decisions, such as which of the SWEPs should include a sunset clause, and when.

Decisions

1. *Upon receipt from the SC, the TOR for the meta-review of SWEPs will be sent to the AE for their input, including names of possible consultants.*
2. *The ExCom decided in its follow up meeting (April 28, 2006) that the results of the meta-review would constitute good input into the decision to propose six SWEPs for funding to the World Bank (AE meeting pre-AGM). The SWEP line item included in the 2006 AE budget would thus be used to co-fund the meta-review.*
3. *At its next meeting in Washington D.C., the AE should use a transparent mechanism to decide on the six SWEPs to be selected for World Bank funding.*

Agenda Item 4. Proposed Annual Meeting with FAO

William Dar introduced the proposal for a meeting of the Alliance with the DG of FAO, which had emerged from a conversation with the Director General of FAO in January. He said it was important to decide on a time when a core of the DGs could be present and suggested formatting the meeting to focus on the Centers' contribution to meeting the Millennium Development Goals (MDGs). The Chair reminded the group that Ruben Echeverria had been very helpful in making preliminary arrangements for what was originally suggested as an April 21 meeting, but had not materialized, due to heavy travel schedules and conflicts with the Cali meeting.

Discussion

- Several speakers proposed finding an alternative meeting date and suggested that DGs or DDGs from each Center be encouraged to attend.
- It was noted that the draft program for the April 21 program did not bear relation to the MDGs.
- The group was informed that an alternate date of Monday, November 13 had been proposed by FAO.
- Several speakers requested the option of considering representation by senior staff members.

Decision

1. *The Alliance accepted the new invitation from the FAO DG. However, it noted that November 13 corresponded with a Board meeting of the AE Chair.*
2. *The AE Chair will propose November 27 to FAO as an alternative date. DGs who cannot attend will be asked to send high-level staff on their behalf.*

Agenda Item 5. Millennium Development Goals Project Update

Dennis Garrity provided an update, with a draft proposal, to advance the discussion on finding substantive resources based on the CGIAR's work in achieving the MDGs.

Discussion

- It was suggested that this topic and the proposal be fully discussed and handled by the AE Sub-Committee on the MDGs, as this was the appropriate vehicle for further discussion and action on this topic.
- Sub-Committee members noted that they felt a mixed level of commitment from the group and wanted to determine the need or desire from the others to move forward.
- The question of whether there was a market for this activity was raised. The general opinion was that there was not one, if linked specifically to the MDGs.
- The Chair observed that there is a general frustration on the part of the sub-committees and task forces. They were designed as bodies that could and should be called upon when the opportunity presented itself. They should either be used, or discontinued.

Decision

1. *Follow up on this topic will be carried out by the MDG Sub-Committee.*

Agenda Item 6. Planning Sub-Committee for AGM06

The Chair discussed the need to plan early for Centers and Member Day 2006 and suggested the formation of a sub-committee to accomplish the work.

Discussion

- It was indicated that the Sub-Committee for Centers and Members Day would include the Chair of the AE, the incoming AE Chair, the DG of the host Center

- (IFPRI), and the FHAO. The Secretariat and MG staff who would be asked to join the Sub-Committee would be Francisco Reifschneider, Fionna Douglas and Klaus von Grebmer (MG Chair, IFPRI).
- A suggestion was made to work to energize World Bank, IDB and USAID commitment to the CGIAR.
 - The possibility of group visits to principle donors (delegations) was also considered.
 - It was suggested that a high-level visit to the U.S. Secretary of Agriculture could help to raise the profile of the CGIAR with various constituencies.
 - The request was made to keep the Day focused, without too many activities, to enable key discussions and provide more free time for the Donors and Centers to meet.
 - Others suggested that a theme be created and followed for the market aspects of the Day, coordinated through the MG.

Decisions

1. *A Planning Sub-Committee for Centers and Members Day at AGM06 was formed. It would consist of: Joachim Voss, Frank Rijsberman, Joachim von Braun (Chair), Kerri Wright Platais and Anne-Marie Izac. Fionna Douglas, Francisco Reifschneider and Klaus von Grebmer would be requested to join, to facilitate stronger linkages with the Secretariat and Marketing Group. (Frank Rijsberman would hold follow-up discussions on this with Francisco Reifschneider at ExCo).*
2. *This Sub-Committee would be responsible for organizing Center and Members Day at AGM06 and for liaising with the Secretariat to ensure good overall coherence between this day and the rest of the AGM meetings.*

Agenda Item 7. Other Business and Future Meetings

Agenda Item 7.1 Discussion on the Oasis System-wide Program

William Dar introduced a proposal, which had been put forward by himself and A. El-Beltagy, for a new System-wide Program entitled Oasis. It would serve as a collective action initiative for partnering in work to combat desertification in dry-lands across the developing world. The initiative would support the United Nations Convention to Combat Desertification (UNCCD). After a short discussion, the AE granted approval to proceed (with one abstention recorded).

Decisions

1. *A new System-wide Program entitled Oasis, focused on combating desertification in dry-lands, was endorsed for submission to the SC, with one abstention.*

Agenda Item 7.2 Update on the CDC Archives Project, Phase I

Kerri Wright Platais presented a short overview of the work to date on the CDC Archives Project, currently housed on the Centers' Collaboration Site. The project had originated from files saved by Chris Bonte-Freidheim during his time as DG of ISNAR; three boxes

of materials, sent to Washington D.C. when ISNAR closed, had provided the basic data for Phase I of the project. This initial Phase had been overseen by the FHAO, with assistance from Jenny Cramer (IITA/IFPRI).

Discussion

- The AE thanked the FHAO for the work accomplished in Phase I of the project and agreed to proceed with Phase II.
- It was suggested that over the next three to four months, the DGs should be asked to access the Collaboration Site and to review the documents and summaries posted. Once approved, the documents would be released to the CGIAR Core Collection, or kept as internal historical documents for use by the Alliance.
- The AE agreed to open the Collaboration Site to current members of the Alliance Board, as well as former DGs, who would be requested to participate in an alumni program planned by the FHAO. This would begin to be implemented over the next several months and would continue into the following year.
- It was suggested that the FHAO work with a small group of former DGs interested in serving as information consultants and historians for Phase II of the project.

Decisions

1. *The Alliance thanked the FHAO for the work accomplished in Phase I and agreed to proceed with Phase II. Over the next several months, a plan would be put in place to get members of the AB and CDC alumni onto the Collaboration Site, enabling them to help review the archives and plan appropriate next steps.*

Agenda Item 7.3 Impressions from the SC Meeting and visit to Washington, D.C.

Because of time restrictions, this agenda item was not discussed in the group session; it was decided that it would be followed up by the CAO virtually.

Agenda Item 7.4 Future Meetings

The next meetings of the Alliance would be held at IFPRI, immediately prior to AGM06. The AE and AB would meet jointly beginning Thursday, November 30th with an additional half-day together on Friday, December 1. The AB and AE would meet separately for the second half of December 1, with the AE possibly meeting for an additional half-day on Saturday, December 2 (as needed). If the AE were to complete its business by December 1, December 2 would be set aside for a meeting of the joint Executive Committees of the Alliance (ExComs).

Frank Rijsberman invited the Alliance to hold their spring meetings in 2007 at IWMI. The dates would be April 27 and 28, with the 29th for a one-day field visit.

Note: Following the CIAT meetings, the AE ExCom requested that Willie Dar, as Chair of the AE Sub-Committee for SO Liaison and Coordination, meet separately with the heads of the SO Units in October 2006, in conjunction with ExCo11 and the

SO Annual Workshop. The purpose of this meeting would be to receive budget requests and strategies from each unit, and make recommendations by early November 2006 to feed into the Alliance budget decisions for 2007. Beginning in 2006, all annual budgets would be approved by both the AB and AE in joint session. (This information was conveyed to the DGs via an electronic communication from William Dar on May 5, 2006.)

Closing Remarks

The Chair closed the meeting noting the challenges and opportunities ahead. He encouraged continued collaboration and transparent communications among the Centers following the meeting.

Annex 1. Decisions/Actions, Meeting of the Alliance Executive, April 26-27, 2006 - CIAT, Cali, Colombia

Decision Number	Agenda Item	Subject Matter	Decision/Action
06/AE/Apr/01	Agenda Item 1	Decisions/Actions Table from AGM05 (review)	1. <i>AGM05 decisions and Actions were updated and approved by the AE.</i>
06/AE/Apr/02	Agenda Item 2	Update on SO Units and review of Marketing Group Strategy	<ol style="list-style-type: none"> 1. <i>The MG will be managed like the other SO units. The DG of the host Center of the Chair for the MG, at this moment Joachim von Braun, will thus provide regular oversight.</i> 2. <i>The budget request made by the MG for 2007 and subsequent years will be examined yearly in the fall, like that of other SO units.</i> 3. <i>The FHAO will provide Joachim von Braun with comments on the MG strategy.</i> 4. <i>The FHAO was asked to work with the MG on the issue of the logo and identity of the Alliance, in order to make a recommendation to the group by the next meeting.</i> 5. <i>As a principle for priority setting for the activities of the MG, AE funding will be allocated only to issues that are directly relevant to the Alliance.</i>
06/AE/Apr/03	Agenda Item 3	SC-AE review of SW/EPs	<ol style="list-style-type: none"> 1. <i>Upon receipt from the SC, the TOR for the meta-review of SWEPS will be sent to the AE for their input, including names of possible consultants.</i> 2. <i>The ExCom decided in its follow up meeting (April 28, 2006) that the results of the meta-review would constitute good input into the decision to propose six SWEPS for funding to the World Bank (AE meeting pre-AGM). The SWEPS line item included in the 2006 AE budget would thus be used to co-fund the meta-review.</i> 3. <i>At its next meeting in Washington D.C., the AE should use a transparent mechanism to decide on the six SWEPS to be selected for World Bank funding.</i>

Decision Number	Agenda Item	Subject Matter	Decision/Action
06/AE/Apr/04	Agenda Item 4	Proposed Annual Meeting with FAO	<ol style="list-style-type: none"> 1. <i>The Alliance accepted the new invitation from the FAO DG. However, it noted that November 13 corresponded with a Board meeting of the AE Chair.</i> 2. <i>The AE Chair will propose November 27 to FAO as an alternative date. DGs who cannot attend will be asked to send high-level staff on their behalf.</i>
06/AE/Apr/05	Agenda Item 5	MDGs Project Update	<ol style="list-style-type: none"> 1. <i>Follow up on this topic will be carried out by the MDG Sub-Committee.</i>
06/AE/Apr/06	Agenda Item 6	Planning Sub-Committee for AGM06	<ol style="list-style-type: none"> 1. <i>A Planning Sub-Committee for Centers and Members Day at AGM06 was formed. It would consist of: Joachim Voss, Frank Rijsberman, Joachim von Braun (Chair), Kerri Wright Platais and Anne-Marie Izac. Fionna Douglas, Francisco Reifschneider and Klaus von Grebmer would be requested to join, to facilitate stronger linkages with the Secretariat and Marketing Group. (Frank Rijsberman would hold follow-up discussions on this with Francisco Reifschneider at ExCo).</i> 2. <i>This Sub-Committee would be responsible for organizing Center and Members Day at AGM06 and for liaising with the Secretariat to ensure good overall coherence between this day and the rest of the AGM meetings.</i>
06/AE/Apr/07	Agenda Item 7	<p>7.1 Request for System wide Program-- Oasis</p> <p>7.2 Update on CDC Archives Project, Phase I</p>	<ol style="list-style-type: none"> 1. <i>A new System-wide Program entitled Oasis, focused on combating desertification in dry-lands, was endorsed for submission to the SC, with one abstention.</i> 1. <i>The Alliance thanked the FHAO for the work accomplished in Phase I and agreed to proceed with Phase II. Over the next several months, a plan would be put in place to get members of the AB and CDC alumni onto the Collaboration Site, enabling them to help review the archives and plan appropriate next steps.</i>

		<p>7.3 Impressions from SC Meeting and Washington, D.C.</p> <p>7.4 Future Meetings</p>	<p><i>Not discussed.</i></p> <ol style="list-style-type: none"> 1. AGM06: Nov. 30-Dec. 2, with the 30th and 1st for a day-and-a-half of joint meeting time, and one half-day for the AB and AE to meet separately. If the AE completes its business, Saturday December 2 will be set aside for meetings of the ExComs. 2. Spring 2007: April 27 and 28, 2007, at IWMI with the 29th for a one-day field visit.
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Annex 2. Alliance Executive Meeting – Timed Agenda

April 26-27, 2006 - CIAT, Cali, Colombia

Time	Agenda Item	Person(s) Responsible
<i>Thursday, April 27 (final session) in Sala Nariño</i>		
16:00	Agenda Item 1. Review of Decisions Table from Marrakech meeting	Chair/FHAO
16:15	Agenda Item 2. Update on SO Units and review of Marketing Group strategy	J. Voss and W. Dar
17:00	Agenda Item 3. SC-AE review of SWEPS	A.M. Izac
17:15	Agenda Item 4. Proposed annual meeting with FAO	J. Voss
17:30	Agenda Item 5. MDGs Project Update	D. Garrity
17:45	Agenda Item 6. Planning Sub-Committee for AGM06	J. Voss
18:00	Agenda Item 7. Other Business and Future Meetings 7.5 Request for System wide Program-- Oasis 7.6 Update on CDC Archives Project, Phase I 7.7 Impressions from the SC Meeting and visit to CG Secretariat 7.8 Future meetings	Chair W. Dar and A. El-Beltagy K.W. Platais A.M. Izac Chair
18:30	Meeting Wrap-up	Chair

Friday, April 28th: Meeting of the AE and AB ExComs and preparation for ExCo10