

**Meeting of the Alliance Executive (AE)
of the Consultative Group on
International Agricultural Research**

May 4-6, 2005

**WorldFish
Penang, Malaysia**

*Summary Record
of
Proceedings*

*Prepared for the Alliance Executive
by the
Future Harvest Alliance Office (FHAO)
(a Unit of the CGIAR System Office)*

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Attendance

<i>CIAT</i>	Joachim Voss, Director General (<i>ExCom Member</i>)
<i>CIFOR</i>	David Kaimowitz, Director General
<i>CIMMYT</i>	Masa Iwanaga, Director General
<i>CIP</i>	Pamela Anderson, Director General
<i>ICARDA</i>	Adel El-Beltagy, Director General
<i>ICRISAT</i>	William Dar, Director General (<i>AE Chair</i>)
<i>IFPRI</i>	Joachim von Braun, Director General
<i>IITA</i>	Hartmann, Director General
<i>ILRI</i>	Carlos Seré, Director General
<i>IPGRI</i>	Emile Frison, Director General
<i>IRRI</i>	Robert Zeigler, Director General
<i>IWMI</i>	Frank Rijsberman, Director General
<i>Africa Rice Center</i> <i>WARDA</i>	Kanayo Nwanze, Director General (<i>ExCom Member</i>)
<i>World Agroforestry</i> <i>Center</i>	Dennis Garrity, Director General
<i>WorldFish Center</i>	Stephen Hall, Director General
<i>FHAO</i>	Meryl Williams, Executive Officer Kerri Wright Platais, Executive Secretary, CDC

Special Guests

Maria Guerrero, AIARC
Helen Leitch, Marketing Group Chair

Chair's Executive Summary

Meeting for the first time as the Alliance Executive (AE), formerly the Center Directors Committee, the Directors General discussed and acted on an array of pressing and important issues to further the collective and individual work of the Future Harvest Centers of the CGIAR.

- Together the AE tackled strategic and important topics, with both long-term and shorter-term implications for the Alliance. Two papers were prepared by the Center Deputy Directors Committee (CDDC), in follow-up to decisions taken during the last meetings at CIMMYT in October of 2004; one on pass through funds and the other an overview on Agriculture and Human Health, providing a stock-take of the Centers' existing health related work and perspectives on the links between the CGIAR program of work and health. On the latter, the Alliance Executive established a working group on Agriculture and Human Health to create an Alliance initiative that would provide scientific rigor and substance to the Centers' research on agriculture and human health, building on existing work of Centers.
- Work continued on the formation of the Alliance, with discussions focused on the Quick Wins for Sub-Saharan Africa and the formation of two medium-term plans, one for work in Eastern and Southern and the other for work in West and Central Africa. In general, there was agreement on the need for a longer-term vision for SSA (one covering 10-20 years) combined with a strategy. The AE considered options for structure and governance of the SSA work. All structural options considered included management and research services, plus stronger programmatic oversight or a "watchdog" put in place and care would be taken not to be perceived as adding layers, but rather finding good organizational solutions to greater coherence in program delivery.
- The Center Directors turned their attention to an ongoing dialogue with members of the Private Sector Committee, and an Alliance Guideline for Centers Mode of Collaboration with the Private Sector was approved.
- Following a positive response from a January review by the CGIAR Director on the System-wide and Ecoregional Programs (SW/EPs), it was decided the program would continue, in light of the value added to Center collaboration. The AE discussed the recent suggestion from the Secretariat that the Science Council (SC) play a larger role in the selection criteria, and perform an SC review of the program, once the System priorities process was completed.
- The AE met with Helen Leitch, Chair of the Marketing Group, to receive an update on the year's successful activities, and to plan for continued oversight and assistance in the months ahead.

It is with pleasure that I release the Summary of Proceedings of the meetings held at the WorldFish Center. It is an exciting time for the entire System to go from plans to action, and the Alliance Executive is ready to actively contribute.

William D. Dar
2005 Chair, Alliance Executive

Opening Remarks and Welcome

The Chair of the Alliance Executive (AE), Willie Dar, opened the meeting thanking Steve Hall and the staff of WorldFish Center for hosting the meeting, which included a Board Orientation Program, prior to the AE and Center Board Chairs (CBC) meetings. Steve Hall responded that it was a great privilege to have everyone in Penang, and said his staff was ready to help in any way possible. The Chair thanked the FHAO staff for their work in support of the Alliance Executive, and welcomed Pamela Anderson (CIP) and Bob Zeigler (IRRI) to their first Alliance Executive meeting.

The Chair thanked those currently making special efforts to assist the Alliance and work on its' behalf:

- Carlos Seré, for his continued work as AIARC Chair, and the progress made in the formation of the regional MTP for Eastern and Southern Africa.
- Kanayo Nwanze, despite the difficult circumstances following AGM04, for the work of WARDA in close collaboration with CORAF on the Regional MTP for West Africa. Kanayo continues to serve as the SO liaison for the AE, as well as serve on the advisory group for the CGIAR Compensation Study.
- Emile Frison for his continued work and follow-up for the Genetic Resources Program Committee, and for his work on the Alliance Charter drafting group over the past several months.
- Masa Iwanaga for representing the Alliance during the CGIAR Day in China in April.
- Thanks were also given to the DGs of the Centers directly affected by the Tsunami disaster, and the work of their Centers in helping bring about an immediate response (Meetings held at CIFOR, ICRAF, WorldFish and IWMI all playing critical roles). Special thanks to Frank Rijsberman for reporting on the outcomes of the various meetings to the AE early on.

FHAO:

The Chair thanked the Executive Officer, Meryl Williams and Executive Secretary, Kerri Wright Platais, for their work on behalf of the AE since AGM04, which included:

- Responding to the urgency created through the Tsunami disaster, FHAO formed a listserv of 70 people from within and outside of the CGIAR to further share information.
- In preparation and follow-up to the Science Council Priorities and Strategies meetings in January and February, a listserv of 100 people was also created, with calls from the SC Secretariat for follow-up reports and information sharing after the meetings.
- A special meeting was held of the AE and CBC ExComs at IPGRI February 17-18, with an afternoon spent in consultation with our colleagues at IFAD regarding the possible establishment of the Alliance Office at their headquarters.

- Private Sector Committee: The Executive Officer continued to work in conjunction with members of the PSC working group on a SKEP Concept Note, a SKEP umbrella agreement and collated Centers response, and work in parallel with IFPRI on the policy research initiative on engagement with the private sector. A meeting with the PSC would likely take place in mid-October.
- The Executive Secretary worked with all 15 Centers to produce the Consolidated Calendar of Events for 2005, featured on the Collaboration site.
- Two AE teleconferences (January 28 and March 31) were held, and also one with Ian and Francisco, April 13th. The two AE meetings served to prepare the joint response to the SSA-TF report, submitted by the FHAO on behalf of the Alliance to both the SSA-TF Co-Chairs and the CGIAR Secretariat in early April. This was a wonderful example of working in concert and speaking with a collective voice on issues of importance for the entire System.
- The Executive Officer continued in her role to support the CBC in four Board Orientation programs held in Addis Ababa (February) and at WorldFish.

New Initiatives, Hopes and Challenges

Willie Dar stressed that much was at stake with the current meetings, especially the credibility of the Alliance and the need to define and shape the next steps. He emphasized the need to go from plans to action, and the time to do so was now. Items for the meeting included:

- Conflict resolution and contractual mechanisms to govern collective action, which are important elements as we move forward with the System Office to examine opportunities for shared standards and procedures.
- The CGIAR System Priorities from the Science Council were produced after an extensive round of consultation with the Centers. The issue of how these priorities would be implemented and funded must be raised. The need for an implementation strategy for these new modalities would be critical to their success. What role would the Alliance play in formulating a plan?
- Updates on the status of the “Quick Wins” for SSA, both work-to-date and what is planned.
- The Report from the SSA Task Force: if implemented (either in part or fully) might alter the future of the CGIAR System. The AE and CBC must discuss positioning the Alliance as one of the three pillars of the CGIAR System. How would this be accomplished and set in motion?
- Joachim von Braun provided the group with a synopsis of the Missions, Visions and Strategies paper presented at Harvard last December. The Chair said it was time to begin to answer the questions posed, as the Directors General strategically plan the way forward.

Other business mentioned prior to the beginning of the meeting included amending the agenda to reflect that all items from Agenda Item 6. Status report for the Alliance “Quick Wins” would move to Agenda Item 10. Future Harvest Alliance and Sub-Saharan Africa.

A suggestion was offered by Pamela Anderson that an orientation for new DGs would be helpful for first meetings, and requested a mentor program be considered. Frank Rijsberman offered to serve in that capacity for her, and Joachim Voss offered to assist Bob Zeigler, as needed. The AE voting system was also explained. Concerns were voiced that the agenda was very full, and requests made to keep the meeting focused on strategic items for discussion.

Agenda Item 1. CDC/AE Chair and ExCom Report: CGIAR Changes, Opportunities and Challenges for the Future Harvest Centers.

The group reviewed the Summary of Decisions table from prior meetings at CIMMYT in October 2004 and the ExCom special meeting in Rome, February, 2005. Follow-up action from these meetings was discussed, along with a Quick Wins update. While in Rome, members of the ExCom met with IFAD staff, who welcomed the possible location of the Alliance Office. Discussion was needed regarding when an office could begin operating in Rome.

Discussion.

- Committee members were pleased to hear of the ongoing dialogue with IFAD and asked what support would be given to the Alliance Office (AO). The Executive Officer said they had provided a detailed list of their support services, and that no core support was possible, although considerable in-kind support was likely, with possible programmatic support later.

Agenda Item 2. Review of Decisions and Action Items – CIMMYT Meeting and ExCom Rome Retreat.

The group reviewed the Summary of Decisions and Action Items from the two prior meetings (CIMMYT and Rome ExCom), with the Executive Officer providing additional updates. A few items requiring further follow-up were identified.

Discussion.

Asian Development Bank and CGIAR Funding

- The issue of a current ADB review of the Regional Technical Assistance (RETA) program was raised and the impact the Tsunami disaster had on the course for future ADB funding.

- The policy changes at the ADB were driven not only by shareholders but by the countries where the investments take place, such as India, China, the Philippines, etc.
- The suggestion was made to obtain a list of the current Board Members, and to follow-up on the outcome of the ADB Meeting taking place in May.
- The ADB Annual Meetings would be held in Hyderabad in 2006, and the Chair hoped for a unified presence of the Centers, to help in the increase of investments made in agriculture.

Decision.

- A strategic approach is required to regain support for agriculture and the CGIAR within the ADB priorities.
- The AE Chair would approach the CGIAR Director regarding a common approach to reversing the trend to downgrade agriculture in the ADB agenda.
- The AE members would approach ADB Executive Board members to stress the importance of agriculture and international agricultural research.
- Steve Hall was requested to distribute the list of ADB Executive Board members to the AE, and AE members requested to volunteer for assignments in approaching Board members.
- Priority is to be given by the Marketing Group to a strong CGIAR and Alliance presence at the ADB Annual Meetings in Hyderabad, India, 2006.
- AE to seek information on the outcomes of the current ADB Annual Meeting. Joachim von Braun volunteered to assist.

Corporate Identity.

- Questions surrounding corporate identity were raised, and the desire to see a unified presence of the Alliance at upcoming meetings. One member asked for a set of Powerpoint slides with an Alliance template to help in group presentations.
- Caution was given in taking care to continue to strongly associate the Alliance with the CGIAR, to avoid any brand confusion. (This item would be addressed in the meeting with the Head of the Marketing Group, Agenda Item 13.)
- Other future meetings included the upcoming FARA meetings in June, with several DGs planning to attend. The request was made to have one CGIAR Alliance stand and not several separate stands from individual Centers. Dennis Garrity, as the SSA sub-committee Chair was requested to following up with both an exhibit and working with FARA on behalf of the Alliance Executive.
- The recent EFARD event in Zurich, Switzerland was listed as an excellent example of one CGIAR booth, with all Centers represented (including those not present).

Decisions.

- The Alliance urgently needs a corporate identity reflecting its position within the CGIAR System. The EO would continue to work with the Marketing Group and the CGIAR Secretariat to establish this.
- FHAO requested to provide the DGs with an Alliance powerpoint slide presentation for use in special meetings.
- The Alliance would have a single booth at the FARA meetings in June, representing the work of all the Centers. Dennis Garrity to coordinate and follow-up with the CGIAR Secretariat for subsequent meetings in the region.

Pass Through Funds.

- A proposal was submitted at the request of the AE by the CDDC to provide a taxonomy of pass through funds. The paper before the AE was appreciated as a first step, with some comments made as to how it could be further fleshed out.
- The request was made to include information as to how short-term deposits should be handled.
- On the issue of pass through funds, the AE requested that, for next steps, the examples listed be turned into a proper taxonomy or classification system, with accounting practices and charges to be described for each type or taxon, in order to produce harmonized approaches. The instructions given to the CDDC had not been very specific.
- DGs were also interested in harmonized policies for overhead charges when Centers host staff from other Centers and programs. Some Directors suggested a stock-taking exercise was needed, in order to harmonize the information, as the current practices had too many differences. Caution was given to the potential resource implications involved in a full exercise of this nature.
- The suggestion was given to take time at the end of the meeting to look at all the main action items and prioritize them accordingly. Unfortunately, due to time constraints, a review of the major decisions as a group was not possible. The AE ExCom met after the meeting to tackle some of these issues, and the rest would be handled electronically.

Decisions.

- The AE appreciated the paper provided by the CDDC as a first step, and will request that the CDDC take the examples given and create a proper taxonomy of types of pass through funds. For each taxon, the paper should specify such matters as the appropriate accounting and charging practices.
- Accounting practices for pass through funds would include specifications of how short term earning on deposits would be allocated.
- Regarding policies on charges for hosting other Centers' offices, programs and staff, the CDDC will be requested to develop a terms of reference and timetable for a study of the existing host Center arrangements, with a view to develop Alliance policies for harmonized hosting charges that respect the circumstances of

each Center, such as host country agreements and Board policies. The AE will review the outline of the study and determine how to proceed.

Human Health

- A paper on Agriculture and Human Health came to the AE from the CDDC, in follow-up to discussions during the pre-AGM04 meetings. The AE had requested the CDDC develop a “short paper providing a stock-take of Centers’ existing health related work and perspectives on the links between the CGIAR program of work and health.” The paper had been submitted to the Science Council, and one option for the AE discuss was to task the Marketing Group with suggesting products for its wider use.
- Some discussion was given to the fact that the area of Human Health and Agriculture was not identified as one of the top priorities under the SC exercise, with several speakers concerned that this will be a missed opportunity for the CGIAR Centers, even though it was listed as an area under the 20 percent portfolio of new and innovative areas of research.
- Joachim von Braun informed the group that a meeting would be held at IFPRI in June/July for the experts in health and nutrition (both from within and outside of the System) to discuss how to elevate this issue further.
- Pamela Anderson reported that CIP had created a new division related to human health. A meeting with representatives from the health community met at Harvard to discuss linking the MDGs more solidly into CIP’s framework. A publication on impact pathways would soon be released.
- Kanayo Nwanze mentioned that WARDA would be hosting a West and Central Africa workshop in July on health and nutrition impacts on HIV-AIDS on agriculture.
- Members stressed the need for an Alliance approach to this work, as many Centers were involved in various aspects of health related research. Discussion was given to the need for more strategic thinking (among the DGs) to help establish a sound research framework prior to defining or launching new programs.
- The suggestion was made to organize a group of DGs to oversee the strategic development of this area for the Alliance.

Decisions.

- The Alliance Executive established a working group on Agriculture and Human Health to create an Alliance initiative that would provide scientific rigor and substance to the Centers’ research on agriculture and human health, building on existing work of Centers.
- Working Group members: Joachim von Braun (Chair), Joachim Voss, Kanayo Nwanze, Carlos Seré, Emile Frison, Pamela Anderson, and David Kaimowitz.

SP-IPM.

- The recommendation from the February meeting of the AE ExCom is that a new, written appeal would need to be filed on the part of IITA, with new evidence, prior to reconsidering the May 2004 decision of the CDC.
- Pamela Anderson reported that the World Bank had transferred funds, as had two other donors, and requested a clear signal from the AE as how to proceed, as it was time to file an MTP.
- The Chair was pleased to hear the program was underway and said that the decision taken in May, 2004 would stand and the Program work should continue accordingly. No reorganization of the governance should occur until the matter was fully resolved. Pamela Anderson clarified that no reorganization was intended.
- DGs noted that a deadline must be established for an appeal and the item discussed with the DG of IITA, upon his arrival to the meeting. (*Note: due to session and agenda changes in the remaining AE and Joint AE-CBC meetings, this was not done in the meeting but was followed-up out of session with the parties.*)

Decision.

- The AE noted the verbal request from the CBC Chair, per the AE Chair, for the AE to reconsider its 2004 decision on the leadership of the SP-IPM and agreed to establish a small panel to do so, provided that:
 - IITA provide new evidence in writing, and
 - The appeal with the new evidence be presented by end of May, 2005 by IITA, and a review panel would be established by the ExComs.

Terms of Reference of the AE System Office Liaison and Coordination Sub-Committee

- The EO provided the Alliance Executive with draft Terms of Reference for the new System Office Liaison and Coordination Sub-Committee for the Alliance Executive.
- Kanayo Nwanze, in his capacity as current SO Liaison would head the Sub-Committee, with the DGs hosting the various SO units and programs to serve as members (G&D, ICT-KM, CAS-IP, HR/SAS, IAU and the MG), along with the Executive Officer, to provide Secretariat assistance for the group.
- The Sub-Committee would meet two times per year, in conjunction with the meetings of the Alliance Executive.
- Some discussion was given to having an SO function on financial systems, standards and services, with a general consensus that shared software systems and standards would help create better efficiencies across programs.
- Emile Frison submitted for consideration a ToR for the CAS-IP Expert Advisory Committee (EAC). The question of whether the Chair of the Intellectual Property Sub-Committee for the AE would also chair the EAC was raised, with clarification requested.

Decision.

- The ToR was strongly endorsed and unanimously approved for implementation.
- The Sub-Committee would endeavor to hold a short meeting during the course of the current AE meeting, Kanayo Nwanze to Chair.
- The Chair said the SO Sub-Committee would review the CAS-IP ToR for governance, and would advise accordingly.

Global Horticulture Assessment.

- As an information item, Adel El-Beltagy shared an update with the AE on the status of the Global Horticulture Assessment. He said regional meetings had been held with progress made on the 1) identification of opportunities and consequences and 2) researchable issues and interventions.
- The Chair noted the good development of the program and participation from the Centers. He requested the Centers continue to support its' efforts with the spirit of the Alliance as a guiding framework.

Agenda Item 3. Clearance of Alliance Charter and Operationalizing the Alliance.

Emile Frison introduced the updated version of the Charter for the Alliance, drafted by the Joint Working Group of CBC and AE identified at AGM, and building on the work begun during the Addis retreat. He said many thanks were owed to John Vercoe who had taken the lead role in the drafting, with assistance from Jim Jones (CBC), Meryl Williams, Adel El-Beltagy, Victoria Henson-Apollonia and himself. He acknowledged more work was needed in the harmonization of details within the document, but asked the group focus on the larger issues during this discussion.

A recent section on membership in the Alliance had been added, prior to the meeting, with the intent to formally establish membership, as well as explore what it would mean if a Center's membership were to be revoked or voluntarily withdrawn.

The issue of the naming of bodies was also presented, in light of the need to more systematically use the name Alliance Executive and no longer the Center Directors Committee. He pointed out the need to be seen as unified with the Center Board Chairs (CBC), with hopeful anticipation that the CBC would eventually decide to use the phrase Alliance Board, in identification of their role as well.

The Chair requested that only the big issues be addressed at this time, as the document would later be discussed during the joint session with the Center Board Chairs.

Discussion.

- The group thanked the members of the drafting committee for the work to date and noted several areas still needed clarification or further information, prior to moving forward.
- The issue of membership in the Alliance was debated, with some DGs suggesting wording be included that stated the Alliance was in principle open to new members. Others questioned if this would be possible, given the relationship of the Centers with the overall structure of the CGIAR. Most speakers did not see membership in the Alliance as optional for the current members, and questioned why the CBC was reluctant to become the Alliance Board as a first step towards stronger unification.
- The suggestion was made that the Alliance be structured to facilitate the formation of clusters under an Alliance framework, in order to better define certain thematic or problem issues in order to be more effective.
- The current wording in the document was one of a unified voice, but some DGs asked for further clarification as to where the rights of the individual Centers as independent entities would differ from their role in the collective.
- Regarding the issue of membership, the suggestion was made that a graduated series of sanctions be put in place if members did not act in accordance with the Alliance, rather than considering temporary expulsion.
- Members also wanted to see more information given as to what would define collective action, as they felt the current document was heavy on the grievance side of information and in need of clarification for greater use and opportunities to work together collectively.
- The current situation of a part-time Executive Officer would need to change quickly to that of full-time, in order for the Centers to be seen as moving forward in a new manner, and for the Alliance to be taken seriously.
- The issue of whether the Center Boards could or would endorse the existing document was raised, with some DGs concerned that their Boards would not be in favor of ceding individual powers to a collective. One Board had engaged in the advice of legal counsel and was informed they could engage in the Alliance, but would remain liable for anything related to their individual Center. If any power was ceded to the Alliance, a reworking of their host country agreement would be required. Speakers suggested further legal advice was needed, prior to moving forward.
- Some concerns were raised over the current Board Orientation program instilling fear in the minds of some Board members regarding their responsibilities, which might explain some of the reluctance to engage fully.
- Discussion was given to the mechanisms for voting as an Alliance, particularly if a two-thirds voting majority was needed to take decisions.
- Support was given for the CEO to remain the Chair of the Alliance Executive, with support provided by a full-time Executive Officer/Director, with executive powers still in the hands of the Directors General.

- The issue of regional boundaries and mandates was addressed, with one member requesting that these continue to be observed, in order to keep the lines of responsibility clear and well-defined. The Code of Conduct approved by the CDC in 2003 covered many of the issues being revisited.
- With respect to principles, one speaker stressed the Alliance was seen as a different way to reach a Federation, but cautioned against voluntary participation without ceding anything to a collective power. If the Alliance was not capable of doing this, then nothing would be achieved along the lines of better coordination. If powers were not to be ceded, then the concept of the Alliance would be watered down and ultimately ineffective. Others agreed and said this would require clarity and clear divisions of labor, along with a sharper profile of what it meant to be under the Alliance umbrella, but cautioned that automatic assumption of leadership in matters that cut across mandates and responsibilities should not be made.
- The Chair summarized the discussion stating the Centers wanted to go beyond a mere association of Centers, but would seek legal advice as to how to enhance the Alliance, without taking away the roles of the individual Center Boards. In the end, he said it was important to put in place an Alliance that would serve the best interest of the 15 Centers to effectively work together. He stressed the need for the Alliance to exist, independent of the outcome from the SSA Task Force discussions at ExCo8.
- The Chair requested additional inputs and edits be given to Emile Frison (in track change mode) to facilitate discussion of the Alliance Charter with the CBC.

Decisions.

1. The following points were agreed to be taken up in the redraft of the document prior to the discussions with the CBC:

- The term CDC should not appear but should be replaced throughout by AE.
- CBC should be encouraged to change itself into the Alliance Board and the term CBC should disappear.
- More detailed and interim degrees of sanctions should be included leading up to expulsion of members. The CDC Code of Conduct should be consulted.
- The accountability statement for the CEO (Chair of the AE) should be amended as the current full responsibility formulation was not realistic.
- A quorum of 11 was agreed; a single voting system for all decisions was preferred, with the vote being won on a 2/3 majority of total members, not just of those present. Provision should be made for electronic voting in certain cases.
- The Charter should be explicit that collective action and the formation of the Alliance would not mean that the Centers cannot act on their own.
- The Charter should contain more on the aim of the Alliance to foster collective action, and balance the current emphasis on the punitive side.

The Charter should include means to ensure that the Alliance committees do not continue to address the same issues repeatedly.

2. The following points should be discussed with the CBC:

- New members: should the Charter indicate that new members could join the Alliance, given that the CGIAR and not the Centers determine what institutes are eligible.

Mandates: the issue of Centers' mandates should be addressed in the Charter.

3. The Alliance would seek legal advice on the questions of Center and Alliance liability, using the experiences of Centers in managing such liabilities in Challenge Programs and other collaborative research efforts. The Executive Officer would oversee this.

Agenda Item 3.1 Protocol for Alliance Representation at Meetings.

Due to lack of time, this item was discussed by the AE Executive Committee, following the meeting.

Decision.

- FHAO to work with the Centers to develop a master list of upcoming events, where Alliance rather than individual representation would be warranted.

Agenda Item 4. Private Sector Committee.

Meryl Williams presented an overview of the current activities taking place with the Private Sector Committee, in follow-up to decisions taken during AGM04. During a special session with members of the Private Sector Committee, it was decided action would take place in three areas: 1) developing common Alliance principles for engagement of the Centers with the Private Sector, 2) progressing the Scientific and Know-How Exchange Program, and 3) follow-through on a Delivery Systems Initiative and a high level CGIAR-Private Sector Conference. The Alliance General Principles for Centers Engagement with the Private Sector was prepared by the Center Deputy Directors Committee Task Team on Private Sector Principles of Interaction and Modes of Collaboration. The AE was now asked to provide guidance and approval.

Agenda Item 4.1 Alliance Guidelines for Centers Mode of Collaboration with the Private Sector.

Discussion.

- Revisions and suggested edits were discussed, point by point, and incorporated for distribution by the end of the meeting.
- Once changes and edits were incorporated, the document would be approved.

Decisions.

- An Alliance Guideline for Centers Mode of Collaboration with the Private Sector was approved (attached under Annex 1. Decisions Taken Table).

Agenda Item 4.2 SKEP.

The Alliance Executive was requested to make final comments on and amendments to the Umbrella Agreement, to convey to the SKEP Operational Management (presently Thomas Khots, Selcuk Ozgediz and Meryl Williams). The document would then be used in the Private Sector-CGIAR consultation.

Meryl Williams reported a request was made by Thomas Khots just prior to the AE meeting at WorldFish to replace the phrase “umbrella agreement” with “guiding regulations.” This was considered acceptable.

In order to not further delay the process, the request was made to review the final document and send comments on the Guiding Regulations document to Meryl Williams within a week’s time of the meeting, and go forward on a no objection basis.

Discussion.

- Joachim von Braun reported on a recent meeting with Bayer representatives, and was happy to note they were interested in issues that cut across agriculture and health, new materials, as well as energy. He signed a letter of intent with them, but made clear that he did not want to enter into a bilateral agreement, without the Guiding Regulations document in place.
- Potential research themes of mutual interest were numerous. What was needed was further definition of the grey areas between the extremes, and finding the middle ground in the creative comments and in the marketing of innovation issues.

Decision.

- All AE members to send final comments on the draft Guiding Regulations (formerly referred to as the Umbrella Agreement) for the AE-PSC Science and Know How Exchange Program (SKEP) within a week’s time of the AE meeting, after which the EO will refine the draft Guiding Regulations and send them out to AE for one week clearance on a no-objection basis, before forwarding it to the SKEP tripartite group.

Agenda Item 4.3 Delivery Systems Initiative.

No decisions were required from the AE at this time.

Agenda Item 4.4 CGIAR Private-Sector Conference.

Meryl Williams reported to the Center Directors via email correspondence prior to the meetings of the proposed dates for a Private Sector-CGIAR high level conference, mid-October. The purpose of the meeting would be to discuss how to further the CG mission with the private sector, paying due regard to intellectual property issues.

Agenda Item 5. Update on the AIARC Board Meetings.

During the meeting with the Directors General pre-AGM04, several issues were raised related to the longer-term directions Centers would take in terms of adapting the benefits they provide their employees. Changes were discussed towards adapting the benefits package to changing realities of attracting and employing an evolving staff population which was more diverse, frequently shorter term in their employment horizon, and increasingly from developing countries.

Noting the increasing population of retirees and the subsidies they receive, the AIARC Board was requested to return to the Committee with recommendations for the management of retiree benefits that would provide suitable incentives for containing retiree costs for the Centers.

Specifically AIARC was asked to explore options to address the following issues:

- Medical insurance plan: cost sharing, lower cost plans and retiree plans
- Life and accidental death insurance plan: harmonization of coverage
- Harmonization of contribution level to pension plan

Carlos Seré, AIARC Board Chair, and Maria Guerrero, Executive Director of AIARC, met with the AE to report on a full day meeting on benefits held earlier in the week. They reported that all DGs were invited to participate in the benefits meeting. Attendees included Robert Jarvi, the AON Advisor and Bob Zeigler, Director General of IRRI.

Discussion.

Medical Insurance Plan.

- When asked why the sense of urgency, Carlos Seré replied the inflation rate was currently 15 percent for medical costs, and in ten years time the CGIAR would have 500 retirees. Currently 1,500 employees participate in the overall scheme, of which 183 are retirees.
- Maria Guerrero added that, with 1,500 people, the total “family size” of Center staff was 4,500 people. Money was saved when the system went to cost sharing via co-payments, which resulted in reduced claims, particularly in the U.S.A.

Further savings were experienced as a result of lower negotiated administrative fees since returning to Van Breda.

- There was general agreement for the need to move to a system where staff shared in the cost of paying the premiums. It was noted that staff were already making co-payments on service costs. Maria Guerrero clarified that the CG System was not big enough to allow premium choices, but suggested a system of co-payments could be put in place, if the Centers chose this route eventually.
- The suggestion was made to wait until the results of the Compensation Study were released, in order to have a better picture to move forward and stay competitive.
- With regards to retiree insurance, Carlos reported the current situation of pooling the risks of the actives against the risks of the retirees may eventually cause problems. Current retirees are subsidized at 20 percent. The Centers will have to decide if this will continue, and if so, at what percentage, as the pool of retirees increased in number.
- The idea of investigating options with national plans was mentioned, as an alternative, to look into creative ways in which to help meet staff's needs while keeping costs down.

Decision.

- No employee premium co-payments for medical insurance will be required at this stage. The structure of the medical insurance premium and service payments arrangements and the allocation of costs between staff and Centers should be re-examined by the AE when results of the Compensation Study were available next year.
- AE representative on the Compensation Study advisory committee to advise the AE.
- Retirees: Noting the growing population of retirees, and the expectation that retiree medical insurance benefits would be available to eligible staff through AIARC, the AE agreed to a notional cap of 20 percent subsidy for retirees. The actual subsidy would likely vary, due to the variation in costs from year to year for this relatively small group. The Centers should request AIARC to build in incentives so that the insurance scheme on offer is not the most competitive.

Life Insurance Harmonization.

- Currently some Centers offer five times annual salary for life insurance, with others offering three times. The AIARC Board would like to see standardization across Centers.
- Following extensive Board discussion, the AIARC Board suggested that, given the relatively low incremental cost, all Centers could provide five times the base salary. In the event of Generali insisting on placing single event caps, the release of such caps could be negotiated.
- This information came as a surprise to some DGs, who stated a decision was taken several years ago by the CDC to remain at three years for all Centers (when

Lukas Brader was AIARC Chair), which many Centers still adhered to. Concerns were raised that this be standardized among the Centers and if a decision was taken by the CDC, it should be adhered to by all members.

Decision.

- Life insurance: the present standing CDC decision on the life insurance multiplier was to be re-distributed to the AE and AIARC. No changes would be made in the current policies until the results of the compensation study were available. The FHAO (Executive Secretary) would review the archived minutes, to find when the original decision was made, and would circulate to members.

Flat Contribution Rate to Pension Plan.

- The AIARC Board brought to the AE's attention a concern that the present age-based contribution rates scheme might be considered discriminatory in nature, causing regulatory problems in the future. The objective would be to aim for a flat rate, in order to be more equitable.
- The AIARC Board endorsed the idea that a 15 percent rate would be appropriate, as a comparator, and suggested during a period of three to five years, all CG staff should be on the same flat contribution rate.

Decision.

- The AE agreed in principle to work toward a flat contribution rate on the CG pension plan, but would wait for the compensation study to be released, in order to measure total benefits.

Information Items.

- Carlos Seré summarized other items from the AIARC Board meeting, highlighting the need for a replacement candidate for one of the Board members leaving his Center in November. He requested female candidates (the Board has only one female currently, the ED of AIARC), with Human Resources experience preferred.

The AE Chair thanked both Carlos Seré and Maria Guerrero for their outstanding work and time spent on behalf of all the Centers.

Agenda Item 6. Status report for Alliance "Quick Wins".

Discussion of all items pertaining to the SSA Task Force response can be found under Agenda Item 10. Future Harvest Alliance and Sub-Saharan Africa: Special Session.

Agenda Item 7. Discussion and preparation for Other Meetings.

- Meeting with Science Council (Per Pinstrup-Andersen and Ruben Echeverria)
- Meeting with Francisco Reifschneider and Ian Johnson
- Meeting/Audio conference with SSA-TF Co-Chairs
- Joint Meeting with the CBC

During the Joint Session with the CBC, the AE would have three videoconferences scheduled. Time was spent in preparation and discussion for leaders, topics and positions and opportunities presented.

Discussion focused on a number of topics, including how to increase the visibility of collective action among the Centers, and skillfully communicate and prioritize these ideas in a way that can be easily understood to the outside and donor community.

- Speakers stressed the need to be visible as working within an Alliance structure, with the suggestion raised to create a vision which would use the SC priorities and reorganize them to better lead the Centers to form and work (possibly within research clusters) on issues that were problem oriented and easily recognized by the System's stakeholders.
- Emphasis would be given to new and bold ideas in a list of projects or research activities planned over the next two to three years, including the list the donors scheduled to fund the new and innovative work.

Decision.

- In order to increase the visibility of what the Alliance is doing and planning, all AE members would provide the Chair with a list of two or three alliance actions to be delivered in 2005-2006. The list will then be prioritized with a view to putting more resources into the priority actions.

Agenda Item 8. Implementation of the new CGIAR priorities, including funding modalities and governance.

The updated version of the CGIAR Priorities 2005-2015 (summary) was distributed (available at <http://www.sciencecouncil.cgiar.org/index.html>). Several Directors General attended the Science Council meeting in Colombo, April 4-7, 2005, and were requested to share their opinions and impressions.

Some discussion was given to the 20 priorities listed, as well as the need to determine the funding modalities and governance issues, in preparation for ExCo8 in Berlin, immediately following the WorldFish meetings. The five major priority areas included:

1. Sustaining biodiversity for current and future generations.

2. Producing more and better food at lower cost through genetic improvements.
3. Reducing rural poverty through agricultural diversification and emerging opportunities for high-value commodities and products.
4. Poverty alleviation and sustainable management of water, land, and forest resources.
5. Improving policies and facilitating institutional innovation to support sustainable reduction of poverty and hunger.

Discussion.

- Concerns were raised about the areas not included in the priority list, namely post harvest technologies, training and research on capacity strengthening, and the interface between agriculture and human health.
- The new priorities focus strictly on research, but do not pay much attention to the areas of development that overlap with research. This might create a problem where donors were concerned, as they want to see research that is relevant and creates impact.
- Additional discussion was given to the 80:20 breakdown for the priorities and how much of the 20 percent would be considered “new and innovative” research vs. a “black box.”
- Overall, the DGs present were impressed with the transparency of the Science Council and their willingness to work to capture as much as possible in the priorities provided. The areas for future concern (particularly Human Health) would be discussed at ExCo8.

Agenda Item 9. Contracting and Conflict Mechanisms (policies and procedures).

This topic would be discussed in its entirety together with the CBC during the joint meetings (see separate minutes).

Agenda Item 10. Future Harvest Alliance and Sub-Saharan Africa: Special Session.

10.1 Response to Task Force Recommendations on Programmatic and Structural Alignment

The AE Chair opened the discussion with a welcome to Hartmann (AE at full attendance for the remainder of the meeting). The latest version of the *Report of the CGIAR Sub-Saharan Africa Task Force – The Tervuren Consensus* was distributed prior to the meeting. The AE, together with input from several members of the CBC, had collectively submitted their response to the report in early April. Additional Board responses had since been shared by several Centers. The document would be discussed at length during ExCo8. The Chair of the AE noted there were no significant changes in the

latest draft, but understood that changes would be incorporated in the next version, following ExCo8.

10.2 Efforts to align Centers' work effectively in Africa

- Development of joint MTP in Eastern and Central Africa (ILRI) and coordination at the national level (Kenya pilot) (ICRAF)
- Developments in organizing the SSA Challenge Program
- Proposal for framework for aligning the Centers' efforts in SSA Africa
- BECA Initiative (update)

Development of the MTP in Eastern and Southern Africa.

Carlos Seré reported that through discussions with ASARECA, progress had been made, and provided an update of a recent meeting held at ILRI in early April, with 10 Centers and their representatives in attendance. He summarized:

- Reasonable process was underway, the SC priorities were identified, and there was now a need to combine this with an effective MTP process. SADCC was also involved, and Howard Elliott hired as the consultant to develop the database for all participating partners.
- This raised the question of who would be the interlocuters? The group would extend beyond the CGIAR, to include ASARECA, as well as the heads of both the Kenyan and Ethiopian NARI wanting to have a direct say in the process.
- Planning workshops were underway to get convergence and would need to be seen as an evolving process, with trust a critical element to the overall success.
- The MTP would be ready in 2006, and under implementation for 2007, including indicators.
- The requested budget was USD\$ 98,000 this year, to have a submission for 2006.
- Does the AE want ILRI to continue to drive the process?

Discussion.

- The consensus among the DGs was for ILRI to continue to drive the process, with the activities to date seen as a positive step forward. The desire to see the MTP have a real impact, and questions were raised as to how this could make a difference in how Centers do their work.
- Concerns were raised that it would be difficult from a policy research perspective to delineate a region, with questions raised as to whether it would not be better to find a mechanism for an Africa-wide MTP to capture some of the aspects that cross-over regional boundaries.
- The continuation of the sub-regional geographic definitions, were preferred by others and used by the existing SROs and political divisions.
- One member suggested the political boundaries question was relevant for many areas beyond policy, and said an inventory was needed to help define existing

- activities, and look for gaps or areas of overlap. He said three questions would need to be answered: 1) What are we doing? 2) What can we do better together?, and 3) What new and exciting things can we do to build on the existing base?
- The issue of the need for a CGIAR strategy for Africa was raised, one developed in concert with the NARS and SROs. A strategy, coupled with an MTP that responded to the organizational and management problems of streamlining CGIAR SSA operations was needed.
 - However, the issue of working across Africa was preferred by others, with the Centers needing to be more proactive, taking a solid research position, without restricting themselves to “artificial political boundaries.”

Conclusions.

- ILRI would continue to coordinate the Eastern and Southern Africa MTP, and would look to cross-cutting issues, with a proactive stance.
- The budget request of US\$ 98,000 was endorsed by the AE and reviewed again at the end of the meeting.
- Each Center would nominate a focal point or lead person to participate, under ILRI’s direction.

Development of the MTP for Western and Central Africa.

Kanayo Nwanze presented an update on progress made in the formulation of an MTP for Western and Central Africa, covering what was also referred to as the CORAF region. During the CDDC meetings end of February in Hyderabad, the process was confirmed and plans were made to hold a meeting at IITA (during the meetings at WorldFish) using the logframe output for West, East and Central Africa developed by ICRISAT. A sub-group of the CDDC also met in Hyderabad to develop a timetable for the production of a report to the CDC by early July. A total of eight Centers were interested in participating (as of this meeting). An additional budget would most likely not be required for the current year.

Preliminary discussions were held with CORAF on this initiative, with a positive initial response. A meeting was planned for later in May. The lessons learned from the ASARECA priority setting exercise and the Eastern and Southern MTP would feed into the West Africa consultation. Kanayo Nwanze added in addition to the CGIAR System priorities, the USAID review of Rice, Millet, Sorghum and Maize would also highlight potential areas for programmatic integration.

Discussion.

- The need for standard setting was discussed, with a desire to ensure that the two programs would result in compatible MTPs. The request was made to perform a stock-taking exercise to register the various SSA regional programs in order to determine if an extra MTP for Africa (dealing with the wide cross-cutting issues) would be needed.

- The need for a larger strategy for Africa was brought up again, along with the need to know what was happening with the CGIAR Challenge Program for SSA, so that the activities moved forward in a harmonized fashion. Caution was given against making plans before a full picture strategy was in place.

Governance and Management Proposition: Responding to the Task Force and issues raised.

The AE then entered into a discussion and brainstorming session regarding new ideas in response to the governance and management propositions, resulting from the Task Force report; namely greater programmatic coordination and coherence, with a more efficient integration of research support services. The Alliance Executive also discussed an idea put forth by Dennis Garrity on implementing an East and Central Africa Integrated Medium-Term Plan, as a joint venture.

The concept originally included the following elements:

- A Governing Board composed of stakeholders, Centers, NARS, SROs and donors.
- A Director (or Coordinator) appointed by the Governing Board.
- A regional MTP approved by the Governing Board and submitted to the Science Council.
- The commitment of staff from Centers to implement the regional MTP.
- Funding for the venture to come directly from donors or through the Centers, marked for the development of the MTP Joint Venture.

The discussion that followed was a mixed reaction to the joint venture proposal, but helped to spark further discussion as to where the Alliance Executive would like to see the MTPs for SSA lead, and how this should be presented at ExCo8.

- Concerns were raised that the Alliance not be perceived as adding another layer to the existing work. If only programs are added and nothing was given up, the donors (and the Center Boards) would not be in favor.
- The idea of a Services Coordinator, rather than a Director was preferred. This person would be tasked to look across the various MTPs of the Centers to distill where the “win-win” situations were located in overlapping areas of concentration and work for the Centers. A type of “watchdog service” as the Centers had not to date been able to provide this mechanism among themselves.
- Others did not want to see only one solution go forward, and called for an oversight committee to help define the ToR for the studies and stock-taking exercises. Several speakers felt the MTPs needed “teeth” in order to be seen as effective, useful, and as something new and different. The service orientation was seen as useful, but speakers questioned whether a donor would fund this, stating the Centers would have to cover these costs.

- The AE was reminded that some of these ideas had been presented earlier, via the 2000 MOM reports for West and Central Africa, where the concept of “one board” was discussed.

Conclusion.

- Agreement was reached that more time was needed to further distill the ideas discussed.
- In general, there was agreement on the need for a longer-term vision for SSA (one covering 10-20 years) combined with a strategy.
- Rather than one option, the group was comfortable in pursuing alternatives along the lines of a consortium coordinator, a joint venture idea, and/or a consolidated service hub for Centers in the ESA region.
- All options should include management and research services, with stronger oversight or a “watchdog” put in place, to help pull together the still not clearly defined areas of collective action. Care should be taken not to be perceived as adding layers, but rather finding solutions.
- Dennis Garrity would present the ideas discussed in a joint session with the CBC, to then develop the idea jointly for ExCo8.

Agenda Item 11. AE Discussion of SW/EPs and New System for Selection.

The Chair reiterated since 2002, the Centers had led and managed a competitive process for allocating \$1.5 million of World Bank funds among a set of 17 System Wide and Ecoregional Programs (SW/EPs). In January, 2005, the AE undertook and submitted to the World Bank an assessment of the first two years of the scheme.

Following a positive response from the CGIAR Director, the Chair said the program would continue, in light of the value added to Center collaboration. The challenge before the Centers was to develop criteria for multi-year approval and a monitoring mechanism to implement along with program selection. The Executive Officer drew the group’s attention to a proposal from colleagues in the Secretariat to have the SC play a larger role in the selection criteria, and perform a SC review of the program, once the SC-led priorities process was completed.

Discussion.

- The DGs noted that the SC had made clear they were not interested in handling grants, but were happy to have the SC take on some of the oversight and review.
- There was a need to more clearly define how the SW/EPs fit into the MTPs, and a suggestion reiterated calling for a “sunset clause” to be added, when appropriate.
- The idea of a system-wide review was well received, in order to help determine how new ideas could be introduced, and when a SW/EP was ready to “graduate” into another form of funding.
- Weaknesses were noted in the internal review process that had previously been set up by the CDC. The EO said that the Centers had originally been given this task

without guidelines in place. The time had come to more clearly define this process, and the way forward. Appreciation was noted for the CDDC developed performance measurement reporting procedures, as a step forward. The World Bank money was not intended to be seen as long-term core funding, and a mechanism must be put in place to help serve as “seed money” for new and innovative ideas.

- In developing guidelines for this work, it was important to see this money as a scarce resource to be used for strategic investment, or as venture capital with a high probability of success.
- The suggestion was made to engage Ken Fischer, who had successfully helped the AE with the 2004 selection process in defining clearer guidelines along the lines of improving the collective action elements of the SW/EPs, in order to strengthen investments and program output.

Decisions.

- The SW/EPs continue to be an important form on inter-center collaboration and the processes for continuing existing programs, adding new ones and closing down programs that had served their purpose or were no longer functional should be actively managed as an important responsibility of the AE. For AE annual consideration, four categories of SW/EPs would be considered, namely: those that added value and synergy over a traditional area; new areas; new research methodologies; and ecoregional programs.
- Create a small committee and invite Ken Fischer to lead it to maintain the bridge to the SC. Emile Frison and Meryl Williams would also serve on the Committee. The Committee would finalize the criteria according to the decisions of the AE and recommend how the SW/EPs could be used as a vehicle to enhance the spirit of inter-center collaboration, including bringing in new strategic ideas, e.g. by using the WB funds as seed funding to launch a new program with potential merit, as top up funding that will add value to what existing programs are doing, and for strategic or fundamental underpinning research to explore new areas. The Chair and EO to oversee.
- The Science Council would be requested to review the SW/EPs and the disbursement of funds would be done directly from the World Bank.
- The AE reiterated that it was the body through which all new ideas for SW/EPs would be cleared before being presented to SC for approval. The AE would also decide lead centers and any changes thereof.
- In principle, the AE adopted the guidelines as proposed with the following amendments:
 - Delete ‘Essential Base Criteria’ 2d as this would not be relevant in the case of new proposals. If a program did not fly with the seed money indicated in Criteria 5, then it would be discontinued.
 - In ‘Essential Base Criteria’ 4b: delete ‘conducting research’
 - Amend 5 to incorporate the intentions of the new revised SW/EPs role in the Alliance.

Agenda Item 12. MDGs Report.

In follow-up to conversation from the pre-AGM04 meeting, Joachim Voss, Chair of the CDC Task Force for the MDGs, asked Dennis Garrity to brief the group on current activities.

Dennis Garrity said the idea of generating US\$ 1 billion to support the work of the CGIAR was now formally included in the reports from the Millennium Project, and especially that of the Hunger Task Force for the UN MDG follow-up. He said he would like to see the Alliance work more closely with the Millennium Project and articulate how to invest future resources. He said it was important to communicate the collective understanding of the Centers and what could be delivered by scaling up activities over the next few years. First step would be to write a letter from the AE Chair, thanking Jeff Sachs for the work done on behalf of the Centers, and develop a proposal together in the SSA Committee to fit into the dialogue process with the Millennium Project.

Discussion.

- The idea of writing a letter to thank Jeff Sachs on behalf of the Centers was well received, but a mixed response came from the DGs regarding next steps, as several speakers perceived the Millennium Development Villages and the hot spots identified as beyond the domain of the Centers' work.
- Some discussion was given to the hot spots identified, with concerns raised that those identified might discriminate against the poor in the low potential areas.
- It was agreed the critical discussion to watch was how the G8 portfolio would be determined, prior to taking further action.

Decision.

- The AE would thank Jeffrey Sachs for his support of the CGIAR in the Millennium Project and await consideration of the proposed funding and follow-up actions through the G8. The Centers should ensure that their involvement in the follow-up activities were in accordance with agenda of the CGIAR.
- Dennis Garrity to draft letter for signature by AE chair by May 25, 2005.

Agenda Item 13. Marketing Group.

Helen Leitch, Chair of the Marketing Group, met with the Alliance Executive to provide an update on current activities since AGM04, and present several items for the AE's consideration regarding program development and Marketing Group governance. Updates were provided prior to the meeting covering specific activities taken on collectively by various members of the Marketing Group (including staff from the CGIAR Secretariat, and Center staff members), increased support from the MG for programs from non-traditional funding sources (e.g. the release of *Healing Wounds*), and work to strengthen the Alliance through activities with NARS and civil society, as well as

building collective capacity for resource mobilization and communication across the System.

The Marketing Group requested decisions be taken on several areas of their work including:

- Governance: The Marketing Group requested to be considered as a formal element in the System Office, and to have a similar governance arrangement as that of ICT-KM and the G&D Program.
- Recognition for staff performance evaluations for concerted action contributions.
- Two budget items: A request for an additional US\$ 10,500 to cover additional activities in addition to what was approved in the 2005 Workplan (October 2004). Secondly, the request of US\$ 75,000 to go towards a media coordinator position from June-December of 2005.

Discussion.

- Speakers congratulated the Marketing Group on the current accomplishments and hardwork on the part of the entire CGIAR System.
- The work on rebranding and fostering a stronger corporate image for the System was seen as important, and very much needed to help form a collective image of the Centers, and for further definition and conceptualization for the Alliance. The current work under discussion should involve Meryl Williams (on behalf of the Alliance) with Fionna Douglas (CGIAR Secretariat) and Klaus Von Grebmer (IFPRI). This had been indicated to the MG after AGM04.
- The DGs identified several upcoming and important meetings where they hoped to have assistance from the Marketing Group for the corporate face of the Centers (listing the FARA meeting in Uganda (June) and the Japan/JIRCAS meetings scheduled for July in Tokyo).
- One DG noted that independently the Centers spend annually US\$ 10-12 million, and said he would like to see the MG provide a model whereby staff members from the Centers could gain acknowledgement for their work done on behalf of the group. He also thought too many people were still working on marketing issues.
- The suggestion was made to develop rolling plans to 2007, rather than annual plans for the Marketing Group, in order to begin to see a longer-term strategy developed. This was mentioned in particular with regards to the work with governments, to help the Centers know what was on the horizon.
- Concerns were raised with respect to ensuring there were no “free-riders” within the existing MG structure. The suggestion was made to have a report at the end of each year to see what contributions had been made in the form of staff time from each of the Centers for the Alliance.
- Planning in advance for AGM05 was seen as a high priority, with preliminary discussions underway for Centers and Members Day via the Executive Officer and the MG. Concerns were raised of the possible vacuum created by not having a Center located in Marrakech to perform all the hosting duties normally required

for an AGM. ICARDA was taking on this role, but said they were also concerned about what exhibitions were planned. Adel El-Beltagy said it was critical to have input from all the Centers in CWANA.

- Helen Leitch informed the AE that she had enjoyed her tenure as Chair of the Marketing Group, and would be stepping down at the end of the year.

Decisions.

- AGM05: As there is no Center in Marrakech, ICARDA will provide the support, with the MG involved in the public awareness work. Adel El-Beltagy to oversee on behalf of the AE.
- An AE Marketing Group support team consisting of Dennis Garrity (lead), Joachim von Braun, Adel El Beltagy, and Steve Hall will be formed and tasked with the following:
 - assist the MG to develop their ideas before they go forward to the AE for approval,
 - oversee the planning for AGM05, noting that final plans will be needed by start of September 2005, and
 - by AGM05, oversee the development of a three to five year rolling MG plan that addresses the needs of the System and the Alliance.
- MG Funding request:
 - 1) The US\$ 10,500 request for additional activities requested by the AE and CBC ExComs was approved.
 - 2) The request for additional funds for media work was not approved because the details of the work to be accomplished were not given.
- FHAO EO to facilitate the finalization of the corporate identity exercise with the Secretariat and the MG so that the Centers could proceed with the necessary changes in their own corporate identities.
- Governance: the AE did not approve that the MG become a full unit of the SO at this stage. The Chair will continue to report to the Chair of AE. The Chair of the MG is required to coordinate with the EO. The support group, which includes the DG of the host Center, will help the MG in preparing plans, etc.

Agenda Item 14. Preparation for ExCo 8.

Dennis Garrity distributed the documents under preparation for the ExCo8 meeting in Berlin. He along with others thought it best to merge the two documents, with the need to show the larger vision and consensus forming.

Concerns were raised that there was a need to address the global angles first, and then move to the Africa model, in order to prevent duplicity of ideas. Another speaker wanted to see more emphasis given to wealth creation for the poor. The consensus was this was a good start and a speaker emphasized the need to write for the CGIAR, and not just in response to the Task Force recommendations.

Dennis Garrity would take the lead, with assistance from Carlos Seré and Meryl Williams for the redrafting and preparation prior to ExCo8.

Agenda Item 15. Other Business.

Capacity Building. Kanayo Nwanze shared the initial process underway for the Regional Capacity Building Strategy for Sub-Saharan Africa. This would combine various training events currently underway in SSA, to share information and eventually improve the work and training in the region.

- He asked that all DGs urge their training staff to help assist, and add their edits and suggested changes to the draft circulated to improve upon the process.
- The goal would be to eventually have a regional training program, similar to the MTPs, and work to complement each other's work and improve the collective action process.
- The idea was well received, and the suggestion made to work closely with the ICT-KM programs on their training activities underway.

Conclusion.

- The progress was noted and WARDA thanked for taking the lead on the Capacity Building activity, with an eye to integrate with a full strategy, once underway for SSA.

CIMMYT and IRRI Alliance. Bob Zeigler distributed a summary of the CIMMYT and IRRI alliance to date, noting that progress had been made and that the two Centers considered that a strong programmatic alliance was emerging.

Closing Remarks and ExCom Decisions.

The Alliance Executive meeting was finished with the CBC joining for a special final session to discuss the paper under preparation for ExCo8. The Alliance Executive ExCom met immediately following the meeting to finalize the remaining decisions.

The following decisions were made:

Conflict Resolution Committee.

- Kanayo Nwanze and Joachim Voss to represent the AE on the steering committee of to oversee the development of the Guidelines on Contractual and Conflict Resolution.

Budget Decisions.

- ESA MTP: total funding for 2005 of \$98K as requested to be granted, noting that \$17K had been approved during budget discussions during AGM04.
- MG: \$10.5K approved from the AE contingency.

Selection Committee for the Executive Director of the Alliance Office.

- Current and incoming AE Chairs to be on the selection committee, EO to support.

SW/EPs.

- Ken Fischer to be invited to work with the AE on selection of SW/EPs for WB funding; Emile Frison and Meryl Williams to join Ken Fischer.

Protocol for Alliance Representation at Events.

- FHAO to work with the Centers to develop a master list of upcoming events where Alliance rather than individual representation was warranted.

SP-IPM Dispute.

- Joachim Voss to chair the review panel, consisting of himself, Bob Zeigler and David Kaimowitz, in the event that an appropriate IITA written appeal was received by 31 May, 2005.

Joint AE and CBC ExCom Future Meeting.

- An additional meeting of the ExComs would be tentatively scheduled for 1-2 September, 2005, in Hyderabad.

Annex 1. CDC Decisions Taken May 2005 WorldFish

***Meeting of the AE
Decisions Taken
WorldFish, May 2005***

Version 6-30-05

Number	Subject Matter	Decision Text	Action
05/AE/May/01	Asian Development Bank and CGIAR Funding	1. A strategic approach is required to regain support for agriculture and the CGIAR within the ADB priorities.	AE Chair to approach the CGIAR Director regarding a common approach to reversing the trend to downgrade agriculture in the ADB agenda.
		2. AE members will approach ADB Executive Board members to stress the importance of agriculture and international agricultural research.	Steve Hall to distribute list of ADB Executive Board members by end of week and AE members to volunteer for assignments to approach Board members.
		3. Priority is to be given by the MG to a strong CGIAR and Alliance presence at the ADB's AGM 06 Annual Meeting in Hyderabad, India	MG
		4. AE to seek information on the outcomes of the current ADB Annual Meeting	Joachim von Braun
05/AE/May/02	Corporate Identity	The Alliance urgently needs a corporate identity reflecting its position within the CGIAR system	EO, working with Fionna Douglas and Klaus von Grebmer (MG)
05/AE/May/03	FARA Meeting, June,	1. The Alliance will have a single booth at the meeting,	Dennis Garrity

	Uganda	representing the work of all the Centers and will follow-up with the CGIAR Secretariat for subsequent meetings in the region.	
05/AE/May/04	Pass Thru Funds	1. Noted the CDDC paper and request CDDC to take the examples given and create a proper taxonomy of types of pass through funds. For each tax, the paper should specify such matters as the appropriate accounting and charging practices.	CDDC
		2. Accounting practices for PTFs to include specification of how short term earning on deposits will be allocated.	CDDC
05/May/AE/05	Policies on charges for hosting other Center's offices, programs and staff	Request CDDC to develop terms of reference and a timetable for a study of the existing host center arrangements with a view to developing Alliance policies for harmonized hosting charges that respect the circumstances of each Center, such as host country agreement and Board policies on charging. The AE will review the outline of the study and determine how to proceed.	CDDC
05/May/AE/06	Human Health and Agriculture Research	1. The Alliance Executive established a working group on Human Health and Agriculture to create an Alliance initiative that will provide scientific rigour and substance to the Centers research on human health and agriculture, building on the existing work of centers such as CIP.	Joachim von Braun - chair, Joachim Voss, Kanayo Nwanze, Carlos Sere, Emile Frison, Pamela Anderson, David Kaimowitz
05/May/AE/07	SP-IPM	The AE noted the verbal request from the CBC Chair per the AE Chair for the AE to reconsider its 2004 decision on the leadership of the SP-IPM and agreed to establish a small panel to do so, provided that:	Joachim Voss (chair), David Kaimowitz and Bob Zeigler

		<ul style="list-style-type: none"> - IITA provides new evidence in writing, and - The evidence is presented by end May 	
05/May/AE/08	Terms of Reference of the AE System Office Liaison and Coordination Sub Committee	1. The terms of reference (attached) were approved.	
		2. The Sub Committee should endeavor to hold a short meeting during the course of the current AE meeting	Kanayo Nwanze
		3. The ToR for the CAS-IP Expert Advisory Committee (EAC) would be reviewed by the Sub-Committee, for advice and decision on governance.	
05/May/AE/09	Draft Alliance Charter	<p>1. The following points were agreed to be taken up in the redraft of the document prior to the discussions with the CBC:</p> <ul style="list-style-type: none"> - The term CDC should not appear but should be replaced throughout by AE - CBC should be encouraged to change itself into the Alliance Board and the term CBC should disappear - More detailed and interim degrees of sanctions should be included leading up to expulsion of members. The CDC Code of Conduct should be consulted for this. - The accountability statement for the CEO (Chair of the AE) should be amended as the current full responsibility 	Emile Frison

		<p>formulation is not realistic</p> <ul style="list-style-type: none"> - A quorum of 11 is agreed; a single voting system for all decisions is preferred, with the vote being won on a 2/3 majority of members not just of those present. Provision should be made for electronic voting in certain cases. - The Charter should be explicit that collective action and the formation of the Alliance did not mean that the Centers cannot do anything on their own. - The Charter should contain more on the aim of the Alliance to foster collective action, and balance the current emphasis on the punitive side. - The Charter should include means to ensure that the Alliance committees do not continue to address the same issues repeatedly. 	
		<p>2. The following points should be discussed with the CBC:</p> <ul style="list-style-type: none"> - New members: should the Charter indicate that new members could join the Alliance, given that the CGIAR and not the Centers determine what institutes are eligible. - Mandates: the issue of Centers' mandates should be addressed in the Charter. 	
		<p>3. The Alliance will seek legal</p>	<p>EO</p>

		advice on the questions of Center and Alliance liability, using the experiences of Centers in managing such liabilities in Challenge Programs and other collaborative research efforts.	
05/May/AE/10	Private Sector Committee	1. An Alliance Guideline for Centers Mode of Collaboration with the Private Sector was approved (see attachment).	
		2. All AE members to send final comments on the draft Guiding Regulations (formerly Umbrella Agreement) for the AE-PSC Science and Know How Exchange Program (SKEP) within a week's time of the AE meeting, after which the EO will refine the draft Regulation and send them out to AE for one week clearance on a no objection basis before forwarding it to the SKEP tripartite group.	AE members, EO
05/May/AE/11	AIARC	1. No employee premium co-payments for medical insurance will be required at this stage. The structure of the medical insurance premium and service payments arrangements and the allocation of costs between staff and Centers should be re-examined by the AE when results of the Compensation Study are available next year.	AE representative on the Compensation Study advisory committee to advise AE
		2. Retirees: Noting the growing retiree population, and the expectations that retiree medical insurance benefits will be available to eligible staff through AIARC, the AE agreed to a notional cap of 20 percent subsidy for retirees. The actual subsidy will likely vary about this point due to the variation in costs from year to year for this relatively small group. The	AIARC Chair, ED AIARC

		Centers should request AIARC to build in incentives so that the insurance scheme on offer is not the most competitive.	
		3. Life insurance: the present standing CDC decision on the life insurance multiplier is to be re-distributed to the AE and AIARC. No changes will be made in the current policies until the results of the compensation study are available.	ES
		4. The AE agreed in principle to work toward a flat contribution rate on the CG pension plan, but would wait for the compensation study to be released, in order to measure total benefits.	
05/May/AE/12	Alliance list of new and planned collective actions	In order to increase the visibility of what the Alliance is doing and planning, all AE members will provide the Chair with a list of two or three alliance actions to be delivered in 2005-2006. The list will then be prioritized with a view to putting more resources into the priority actions.	AE members
05/May/AE/13	System Wide and Ecoregional Programs	1. The SW/EPs are an important form of inter-center collaboration and the processes for continuing existing programs, adding new ones and closing down programs that had served their purpose or were no longer functional should be actively managed as an important responsibility of the AE. For AE annual consideration, four categories of SW/EPs would be considered, namely: those that added value and synergy over a traditional area; new areas; new research methodologies; and	

		ecoregional programs.	
		2. Create a small committee and invite Ken Fischer to lead it to maintain the bridge to SC. Emile Frison and Meryl Williams will also serve on the Committee. The Committee will finalize the criteria according to the decisions of the AE and recommend how the SW/EPs can be used as a vehicle to enhance the spirit of inter-center collaboration, including by bringing in new strategic ideas, e.g. by using the WB funds as seed funding to launch a new program with potential merit, as top up funding that will add value to what existing programs are doing and for strategic or fundamental underpinning research to explore new areas.	AE Chair, EO
		3. The Science Council will be requested to review the SW/EPs and the disbursement of funds will be done directly from the WB.	AE chair, EO
		4. The AE reiterated that it was the body through which all new ideas for SW/EPs are cleared before being presented to SC for approval by SC. The AE also decides lead centers and any changes thereof.	
		5. In principle, the AE adopted the guidelines as proposed with the following amendments: - Delete 'Essential Base Criteria' 2d as it would not be relevant in the case of new proposals. If a program did	EO

		<p>not fly with the seed money indicated in Criteria 5, then it will be discontinued.</p> <ul style="list-style-type: none"> - In 'Essential Base Criteria' 4b: delete 'conducting research' - Amend 5 to incorporate the intentions of the new revised SW/EPs role in the Alliance. 	
05/May/AE/14	Millennium Development Goals	The AE will thank Jeffrey Sachs for his support of the CGIAR in the Millennium Project and await consideration of the proposed funding and follow-up actions through the G8. The Centers should ensure that their involvement in the follow-up activities were in accordance with agenda of the CGIAR.	Dennis Garrity to draft letter for signature by AE chair by May 25
05/May/AE/15	Marketing Group	<p>1. AGM05: As there is no Center in Marrakech, ICARDA will provide the support, with the MG involved in the public awareness work.</p>	Adel El Beltagy
		<p>2. An AE Marketing Group support team consisting of Dennis Garrity (lead), Joachim von Braun Adel El Beltagy, and Steve Hall will be formed and tasked with the following:</p> <ul style="list-style-type: none"> - assist the MG to develop their ideas before they go forward to the AE for approval - oversee the planning for AGM05, noting that final plans will needed by start of September 2005 - by AGM05, oversee the development of a 3-5 year rolling MG plan that addresses the needs of the System and the Alliance 	Dennis Garrity, Joachim von Braun, Adel El Beltagy, Steve Hall (as DG of the Chair's host Center)
		<p>1. MG Funding request:</p> <ul style="list-style-type: none"> - \$10.5 K request for additional activities requested 	AE Chair to inform MG Chair

		<p>by the AE and CBC ExComs is approved</p> <ul style="list-style-type: none"> - The request for additional funds for media work is not approved because the details of the work to be done are not given. 	
		<p>2. FHAO EO to facilitate the finalization of the corporate identity exercise with the Secretariat and the MG so that Centers could proceed with the necessary changes in their own corporate identities.</p>	EO
		<p>3. Governance: the AE did not approve that the MG become a full unit of the SO at this stage. The Chair will continue to report to the Chair of AE. The Chair of the MG is required to coordinate with the EO. The support group, which includes the DG of the host Center, will help the MG in preparing plans, etc.</p>	
05/May/AE ExCom/01	Conflict Resolution Committee	Kanayo Nwanze and Joachim Voss to represent the AE on the steering committee of to oversee the development of the Guidelines on Contractual and Conflict Resolution	
05/May/AE ExCom/02	Budget Decisions	<p>ESA MTP: total funding for 2005 of \$98K as requested to be granted, noting \$17K had already been allocated.</p> <p>MG: \$10.5k approved from the AE contingency</p>	
05/May/AE ExCom/03	Selection committee for the Executive Director of the	Current and incoming AE Chairs to be on the selection committee, EO to support	

	Alliance Office		
05/May/AE ExCom/04	SW/EPs	Ken Fischer to be invited to work with the AE on selection of SW/EPs for WB funding; Emile Frison and Meryl Williams to join Ken Fischer.	
05/May/AE ExCom/05	Protocol for Alliance representation at events	FHAO to work with the Centers to develop a master list of upcoming events where Alliance rather than individual representation is warranted.	
05/May/AE ExCom/06	SP-IPM dispute	Joachim Voss to chair the review panel, consisting of himself and Bob Zeigler and David Kaimowitz, in the event that an appropriate IITA written appeal is received by 31 May.	
05/May/AE ExCom/07	ExComs (AE, CBC) meeting	An additional ExComs meeting was tentatively scheduled for 1-2 September, 2005, in Hyderabad.	

ATTACHMENT 1: DRAFT TERMS OF REFERENCE FOR THE NEW SYSTEM OFFICE LIAISON AND COORDINATION SUB-COMMITTEE OF THE ALLIANCE EXECUTIVE

Purpose of the Sub-Committee:

The System Office Liaison and Coordination Sub-Committee is responsible for providing guidance to the Alliance Executive on the overall work and direction of the Center’s System Office units, namely the Gender and Diversity Program, the ICT-KM Program, the Marketing Group, the Internal Audit Unit, CAS-IP and HR-SAS.

Roles and Responsibilities

1. Advise the Alliance Executive on the suitability of the management and governance of each of the units with a view to ensuring that all units are suitably managed and that the Program Leaders are subject to appropriate performance management and assessment.
2. Consider and advise on synergies that could be gained from specific collaborations among the units.
3. Overview the processes of approving the annual Integrated Operating Plan and Annual Report of the units.
4. Advise the Alliance Executive of other opportunities in the work of the units.
5. Support the Chair of the Sub-committee in his/her role as Alliance representative on the System Office Steering Committee.

Membership

System Office Liaison and Coordination Sub-Committee	Former CDC Chair: Kanayo Nwanze	DGs that host SO Unit Programs (G&D, ICT-KM, CAS-IP, HR/SAS, IAU and MG), (EO)
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ATTACHEMENT 2:

ALLIANCE OF FUTURE HARVEST CENTERS OF THE CGIAR

GUIDELINES FOR CENTER MODES OF COLLABORATION WITH THE PRIVATE SECTOR

Given the diverse nature of the work of the Future Harvest Centers of the CGIAR and of the private sector, the following set of principles are tailored to allow for flexibility of approach, creativity in interaction, and a clear commitment to the overall goals and nature of the CGIAR System. Such guidelines hold to the core values of the System, while still ensuring that the Centers are able to access and deliver the best quality research products to the target beneficiaries of the system. As such, fund raising is not the focus for collaboration with the private sector but, rather, partnerships with the private sector will be entered into when they serve to enhance the capability of the Center to deliver to its

stakeholders and collaborators the best quality science aimed at meeting the Center and CGIAR objectives and goals.

- The CGIAR policy on these matters is that we will enter into such arrangements only if they complement and enhance a Center's ability to achieve its mandate of service to the resource-poor and the environment. In simple terms, will a particular agreement help us to more quickly develop new, appropriate technologies and/or deliver them to beneficiaries in developing countries?
- Wherever possible, the terms of the collaboration will be consistent with the International Public Good's basis of the Center's work and the use of its products. Where products of the partnership cannot be so protected, the Center will ensure that our target beneficiaries, the poor in developing countries, can gain from the products of the partnership.
- As the nature of the CGIAR changes to include more research arrangements with advanced research institutes both public and private we believe that it is important that the best efforts should be exercised to ensure that the major partners are well informed of the arrangements with the private sector.
- Private sector collaborations will be governed by appropriate, time-bound legal contracts and memoranda of agreement which will clearly define the Center's obligations and protect the Center from potential liabilities;
- Where other major research partners have been directly involved in research and related activities of relevance to the private sector partnership, best efforts should be exercised to obtain the agreement of these partners before entering into arrangements with the private sector;
- The Center will follow good business practices such as efficient use of resources, respect for legal contracts and confidentiality provisions. In the specific area of IP the Centers shall act in a manner fully consistent with national and international law in this area, while ensuring that issues such as exclusive licensing is only adopted when clearly consistent with the best interests of its beneficiaries as indicated in other provisions of these guidelines.
- Centers will not accept funding from private companies that could reasonably create a conflict of interests or in any way compromise the objectivity of the results of work carried out.

Annex 2. Final Agenda for AE Meeting

**The Alliance Executive of the Future Harvest Centers
Final Agenda
Version 4-21-05
May 4-6, 2005
WorldFish**

Time	Agenda Item	Director(s) or Person(s) Responsible
Wednesday, May 4 (Meeting in Block J, Chambo/Makumba Room)		
8:30	Opening Remarks and Welcome	Chair, W. Dar and S. Hall
8:40	Agenda Item 1. CDC/AE Chair and ExCom Report: CGIAR Changes, Opportunities and Challenges for the Future Harvest Centers.	Chair
9:15	Agenda Item 2. Review of Next Steps document from CIMMYT Meetings (status of decisions taken and action items) and follow-up from ExCom Rome Retreat	CDC Chair/FHAO
9:30	Agenda Item 3. Clearance of Alliance Charter and Operationalizing the Alliance 3.1 Protocol for Alliance Representation at Meetings	CDC Chair/ EO C. Seré
10:30 Coffee Break		
10:45	Agenda Item 4. Private Sector Committee 4.1 Alliance General Principles of Centers Involvement with the private sector 4.2 SKEP 4.3 Delivery Systems Initiative 4.4 CGIAR-Private Sector Conference	M. Williams W. Dar
11:45	Agenda Item 5. Update on the AIARC Board Meetings	C. Seré and M. Guerrero
12:30 Lunch (Block J, Tilapia Room)		
13:30	Agenda Item 6. Status report for Alliance “Quick Wins” (updates on progress, more in-depth discussion of the SSA under Agenda Item 10.)	K. Nwanze and D. Garrity
14:00	Agenda Item 7. Discussion and preparation for: (AE leaders to be designated) <ul style="list-style-type: none"> • Meeting with SC • Meeting with Francisco Reifschneider and Ian Johnson • Meeting/Audio conference with SSA-TF Co-Chairs • Joint Meeting with CBC 	Chair
15:30 Coffee Break		
	Note: Due to schedule changes, an evening videoconference with Washington D.C., to facilitate a meeting with Ian Johnson and Francisco Reifschneider (Originally scheduled as Agenda Item 8.) will take place the evening of May 5 th in a Joint meeting with the CBC.	
15:45	Agenda Item 8. Implementation of the new CGIAR priorities, including funding modalities and governance	W. Dar
16:30	Agenda Item 9. Contracting and Conflict Mechanism (policies and procedures)	W. Dar
17:30	Wrap-up of the Day	Chair
18:00 Depart WorldFish for a dinner, hosted by the AE Chair, Willie Dar (Restaurant Yeon Thai, spouses to join separately from hotel).		

**Joint Meeting of the
Center Board Chairs (CBC) and
The Alliance Executive (AE)
Draft Timed Agenda
Version 4-21-05**

Time	Agenda Item	Person(s) Responsible
Thursday, May 5 (Committees begin in separate sessions)		
8:30	Agenda Item 10. Future Harvest Alliance and Sub-Saharan Africa: Special Session 10.1 Response to Task Force Recommendations on Programmatic and Structural Alignment 10.2 Alliances Efforts to align Centers' work effectively in Africa <ul style="list-style-type: none"> • Development of joint MTP in Eastern and Central Africa (ILRI) and coordination at the national level (Kenya pilot) (ICRAF) • Developments in organizing the SSA Challenge Program • Proposal for framework for aligning the Centers' efforts in scaling-up in Africa • BECA Initiative (update) 	Chair C. Seré D. Garrity C. Seré
10:30 Coffee Break (followed by Joint Session back in Chambo/Makumba Room)		
10:45	Agenda Item 1. Welcome and overview: CGIAR Changes, Opportunities and Challenges for the Future Harvest Centers – The Way Forward	Chairs (U. Mokwunye and W. Dar)
11:00	Agenda Item 2. Review of Next Steps Document and Follow-Up from CIMMYT Meetings and ExCom Rome Retreat	Chairs/FHAO
11:15	Agenda Item 3. Clearance of Alliance Charter	Chairs
12:15 Lunch (Block J, Tilapia Room)		
13:15	Agenda Item 4. Status Reporting on Alliance Response to SSA Task Force Report 4.1 Committee reports on individual discussions 4.2 Update on Alliance "Quick Wins" and work in SSA	Chairs K. Nwanze and D. Garrity
14:30	Agenda Item 5. IFAD Negotiations (Update on FHAO)	Chairs/ M. Williams
14:45	Agenda Item 6. Actions to Operationalize the Alliance (update)	Chairs
15:15 Coffee Break		
15:30	Agenda Item 7. CGIAR and Centers : Visions and Missions	J. von Braun
16:15	Agenda Item 8. Contracting and conflict mechanisms (policy and procedures)	Consultant
17:00	Agenda Item 9. Update on Board Orientation and Lessons Learned document	A. McCalla and M. Williams
17:30 Cocktail and Joint Dinner (to be held at WorldFish, due to evening videoconferences)		
19:00	Agenda Item 10. SSA-TF Discussions (Audio/videoconference)	Chairs and TF Co-Chairs
20:00	Agenda Item 11. CGIAR new Priorities and Strategies (Audio/videoconference)	P. Pinstrup-Andersen and R. Echeverria
21:00	(New) Agenda Item 12. Videoconference with Ian Johnson and Francsico Reifschneider	Chairs

22:00	Wrap-up of the Day	Chairs
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Time	Agenda Item	Director(s) or Person(s) Responsible
<i>Friday, May 6 (Joint meeting cont.)</i>		
8:30	Agenda Item 13. Follow-up to GRPC meeting 13.1 Guiding Principles for GMOs in collections (to be adopted as an Alliance document) 13.2 Approval by Center Boards of draft agreement to be signed by Centers	E. Frison
9:15	Agenda Item 14. Report from Joint Working Groups: <ul style="list-style-type: none"> • Compensation Study (confirmed) • Working Group on Challenge Programs • Working Group on Performance Measurement 	U. Werblow/ K. Nwanze R. Gautchi M. Neufville/A. El-Beltagy
9:30	Wrap-up of Joint Meeting and decisions for Future Meetings	Chairs
<i>10:30 Coffee Break (Committees resume separate meetings for rest of day)</i>		
10:45	Agenda Item 11. AE discussion of SW/EPs and new system for selection	W. Dar
11:30	Agenda Item 12. MDGs Report	J. Voss
11:45	Agenda Item 13. Marketing Group (support and oversight)	W. Dar and M. Williams
<i>12:30 Lunch (Block J, Tilapia Room)</i>		
13:30	Agenda Item 14. Preparation for ExCo Meeting, Berlin	Chair
14:45	Agenda Item 15. Other Business	
<i>15:30 Coffee Break</i>		
15:45	Wrap-up of Meeting and discussion of Future Meetings	Chair
16:30	Possible Special Drafting Session for ExCo or ExCom Preparation (joint CBC/AE ExComs)	
<i>19:30 Dinner WorldFish night at Pearl Island Restaurant</i>		