

**CBC MEETING
MAY 5-7, 2004
ICARDA HEADQUARTERS,
ALEPPO, SYRIA**

**SUMMARY OF PROCEEDINGS
(approved virtually by CBC 083104)**

Agenda Item 1

Welcome:

Margaret Catley-Carlson, Chair of the Board of ICARDA, welcomed all CBC members to Aleppo, and wished everyone an enjoyable and interesting stay. She stressed her delight that the meeting was being held in Syria, and thanked all participants for making the trip despite published reports of terrorist activities in Damascus.

Uzo Mokwunye, Chair of CBC, welcomed new Board Chairs to the meeting: Jim Jones of CIAT, and Kei Otsuka of IRRI. Regrets were received from Isher Alhuwalia, IFPRI, who was unwell, Mort Neufville, IITA, and Angela Cropper, CIFOR. The latter two chairs were represented at the meeting by the Vice-Chairs, Joy Kwesiga, IITA, and Don Koo Lee, CIFOR.

A full list of participants is attached as Annex 1.

Review and Approval of Draft Minutes:

The draft minutes of the CBC meeting held in Nairobi, October 24, 2003, were approved as tabled. All Summary Notes and Background Papers for Agenda Items are posted on the CBC web site: http://www.cgiar.org/who/wwa_cbc.html

Agenda Item 2: Reports from Centers

In order for all participants to be briefed on the current status of each Center, and any particular issues of mutual interest, all Board Chairs made a brief presentation on their Center. Individual Center reports can be found on the CBC web site. Issues resulting from specific Center presentations are discussed under Agenda Item 8.

Agenda Item 3: Issues resulting from CBC Chair's meeting with CG Secretariat: February 2004

The Chair reported he had spent a week in Washington at the invitation of the Secretariat and had met with all senior staff of the Secretariat as well as Margaret Catley-Carlson, Isher Alhuwalia, and Mort Neufville. The overall goal of the meetings was to develop a meaningful working relationship with the Director and staff of the Secretariat in order to further the work of the CBC, the Centers and the Secretariat. Specific items discussed during the meetings were: Performance Measurement (Mort Neufville joined this

discussion); CG Board Nominees; Center Staff Compensation Study; CGIAR membership; CGIAR Charter; Updating the CBC Guidelines; Improving communication with the Chairman and Director, CGIAR; the African Task Forces; and Performance of Donors.

The Chairman reported that members of the Secretariat are trying to establish linkages with all units of the System Office (SO), as well as the Centers and, among other issues, had worked closely with the CDDC committee on finance to develop a system-wide approach. He was concerned that there was no clear understanding of the various components of the System Office (SO), and stressed that the Secretariat is only one small unit of the larger SO which includes the G&D Program, ICT-KM, Human Resources, Central Advisory Service, and the Internal Auditing group, among others.

Discussion:

- As the CGIAR is currently instituting a system of performance measurement, the issue was raised as to whether the Secretariat has any published indicators or results, and whether the CBC participates in an annual evaluation of performance? Although a 360 degree feedback exercise was undertaken of individual Secretariat team leaders during 2003, there had been no evaluation of the overall performance of the Secretariat.
- It was proposed that a full job description and annual work plan for the Secretariat should be made available to the CG as a whole so that all members understood the roles and responsibilities of the Secretariat. In addition, it was believed that all units of the SO should be accountable to the Group as a whole, and performance indicators should be developed for all elements of the System.
- The perception is that the Secretariat works for the donors and does not have the best interests of the Centers at heart. It is believed that the Secretariat is a powerful organization which feeds ExCo. This opinion creates a level of suspicion and mistrust, especially when decisions are not open and transparent.
- It was stressed that the role of the Secretariat is to carry out the wishes of the Group, and not to respond to individual donor pressure.

Next Steps:

It was agreed that Senior Staff of the Secretariat be invited to the next meeting of the CBC to inform the CBC of the work they are undertaking on behalf of the system. This will provide an opportunity for the CBC to interact with Secretariat staff and to get clarification on their individual work programs.

Agenda Item 4: Role of the CBC within the CGIAR

This issue was raised during the Chairman's discussions with the Secretariat, as well as during AGM03. As the role of the CBC will be clearly outlined in the new CGIAR Charter currently under review, the Chairman felt the CBC should be in a position to describe the role it wants to play within the System as a whole, and proposed the CBC come up with a clear definition of its functions.

Discussion:

- It was agreed that the home page on the CBC website be updated to reflect the roles and responsibilities of the CBC, as well as updating the seven-volume *Reference Guides for CGIAR International Agricultural Research Centers and their Boards of Trustees*.
- The CBC should address their relationship with the CDC so that both units work in concert. As the legal entities of the Centers, Boards of Trustees -- under the leadership of their Board Chairs -- are being tasked to provide oversight functions of their Centers, including the Directors-General. Consensus must be reached with the CDC on this point.
- Until agreement was reached across the system that the Boards were the legal entities providing oversight for their Centers, it was difficult to define the overarching role and responsibilities of the CBC.
- CBC is an advisory and representational body which represents the Centers and Boards at the CG level. Agreeing on best practices for Centers is one of the major roles of the CBC. However, the CBC is not in a position to make decisions that legally bind individual Center Boards. Board Chairs are elected by the Boards and are therefore in a position to advance decisions taken by the CBC as being in the best interest of both individual centers and the system as a whole. Center Boards must, however, approve and ratify the decisions taken by the CBC. The Center Boards are the legal entities which have to inform and guide Center management.
- Distinction should be made between the CBC and the CDC as to who provides daily management of Centers. On occasion, CDC may have problems carrying out decisions of CBC, in which case they should notify CBC in order to resolve the issue. CBC must be available to listen to the issues faced by CDC in order to provide advice and counsel to Center management. CDC provides daily operational management of the Centers whereas CBC is responsible for strategic oversight and overall governance.
- The draft CGIAR Charter lists both the CBC and CDC on the same level although the two committees do not have the same functions.
- The issue of Center Board Program Committees was raised, specifically with regard to working with the Science Council to set overall program priorities.

Next Steps:

It was agreed that the role of the CBC must be clarified in the CGIAR Charter and that a working group (John Vercoe, Alex McCalla, Remo Gautschi) be responsible for producing a satisfactory draft to be tabled at ExCo6. The Chairman agreed to discuss updating the seven volume Reference Guides with colleagues in the Secretariat, and Bob Kearney agreed to assist with the revision of the guide dealing with the recruitment of Directors General.

Further discussion of this item will take place at the joint CBC/CDC meeting.

Agenda Item 5: Follow-Up from October 2003 CBC Meeting

Individual task leaders and working group members updated participants on items from the October 2003 meeting:

(a) Performance Measurement

Background:

Jim Jones represented the CBC at the Working Group on Performance Measurement (WGPM) which was held in Washington, April 22, 2004. Minutes from this WGPM, along with several other background documents were tabled for discussion. These documents can be found on the CBC website. The Chair of the Science Council focused discussions on evaluation. This was critical as the equal weight across all indicators as part of the World Bank exercise this past year was not deemed acceptable by the CBC and CDC. The outcome of the meeting resulted in the CBC being asked to come up with performance indicators for Center governance, including: institutional health, learning culture and partnerships. The CBC were also asked to review and comment on the draft document "CGIAR Performance Measurement System", and to review and provide input prior to the implementation of the timetable. This input needs to be received by the WGPM by end-August, 2004.

In order to avoid equal weight being placed on each performance indicator, the Science Council had raised the possibility of each Center developing its own individual milestones relative to certain indicators. Centers would then be rated on whether they achieved their pre-set targets.

It is hoped that the process will be as simple as possible while, at the same time, providing credibility to individual Center submissions.

Discussion:

- CBC welcomed the development of a useful system of performance measurement, but expresses concern that the results of such a system could be used to compare Centers especially during the allocation of resources. The weighting of indicators was again raised, and it was agreed that this issue must be studied carefully before agreement is reached.
- CBC requested involvement in the development of Performance Measurement and, fortunately, are involved in each stage of the process. It is incumbent on CBC to come up with a system which is acceptable to the Centers. The CBC will work closely with the Science Council to identify the science indicators and CBC will provide governance indicators.
- Center Boards should not audit Center submissions, but individual Boards have a responsibility to put in place, a mechanism which will provide the necessary governance and oversight of the Center's information. Boards should ensure that the data provided by Centers are correct without spending precious Board time in reviewing details.

- The Performance Measurement System should be designed within the context of an impact assessment culture for the Centers. The Performance Measurement system should also engage the whole donor group so that parallel systems were not constructed.
- As the Performance Measurement System is now going to be put in place, it is critical that the CBC continue to articulate their concerns and play a major role in the Working Group.
- It was stressed that the Performance Measurement System should encompass all elements of the CG System including the donors, SO units, and the Science Council.

Next Steps:

CBC to form a working group (Mort Neufville, Jim Jones, Kei Otsuka) to develop 4 or 5 main indicators which can be used to characterize performance of Centers' Governance relative to the Center's potential to perform. All CBC members were asked to provide input and feedback on the indicators that CBC has been asked to provide, and on the overall plan for CGIAR Center Performance Measurement.

Further discussion of this item will take place at the joint CBC/CDC meeting.

(b) Center Compensation Survey

Background:

Bob Kearney introduced this topic reporting that he had just attended a Working Group meeting in Brussels prior to coming to Aleppo. He reminded members that the CBC considered the review of compensation at its Nairobi meeting and provided input to the Terms of Reference (TORS) by way of a letter addressed to the CGIAR Chairman and Director. The CBC's suggestions were all incorporated into the TORS.

This was the second compensation study for the System in recent years. The first was conducted by Joan Joshi in 1999, but had not been circulated to all donors. Therefore a new study was commissioned by the Secretariat, via the hiring of consultants and the collection of a new data set on internationally recruited staff (IRS) collected from all Centers and the SO.

Detailed outcomes of the preliminary data were shown to the Steering Committee at its first meeting in Brussels, April 29, 2004, and collected at the end of the meeting. An overview of the survey results was distributed to the CBC and CDC, and was scheduled to be discussed at the ExCo6 meeting. The Steering Committee agreed the consultants were technically competent and that the analysis of the data provided a good baseline to facilitate a center-wide approach to recruitment policies and common remuneration policies, which was one of the outcomes the CBC has written into the TORS.

Each Center would receive information and a summary of details collected for the particular Center. The Steering Committee agreed that the data on individual Centers were strictly confidential, and that if particular donors requested the data it was up to

the individual Center to provide the information. The issue before the CBC was to decide whether or not to release individual Center information to each other so as to work towards common recruitment and compensation policies.

The study is still missing information on nationally recruited staff (NRS) and an analysis of comparator organizations. The consultants are progressing with their work and will provide a further report at the next ExCo meeting in September 2004.

Discussion:

- It was agreed that if Centers are not willing to release their individual data to donors, they will have to be prepared for the repercussions. Donors are aware that this information exists and they are keen to see transparency and openness in Center policies.
- As the information collected to date is not yet full and complete, it was agreed to postpone the release of Center data at this time. Once the data set is complete, CBC will reconsider the release of the information.

Next Steps:

Bob Kearney agreed to represent the CBC at future meetings of the Steering Committee on Staff Compensation, and will report back to the CBC at their next meeting in Mexico in October 2004.

Further discussion of this item will take place at the joint CBC/CDC meeting.

Agenda Item 5 (c) Genetic Resource Policy Committee (GRPC)

Background:

Benchaphun Sinawatra Ekasingh represented the CBC at the 15th session of the GRPC held in Rome during February, 2004. The GRPC advises the CGIAR on genetic resources policies which impact the system's operations. The work of the GRPC is challenging as there are important changes in international agricultural research which are crucial to the effective working of the CGIAR and its Centers. Items discussed at this meeting were:

- The forthcoming International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA) and its implications on access and benefit sharing for Centers which would come into effect on June 29, 2004
- FAO International Code of Conduct for Plant Germplasm Collecting and Transfer for materials not covered by ITPGRFA.
- CGIAR's GMO management policies and their implications for Centers' ex situ collection.
- Back-up ex site collection facilities in Svalbard, Norway;
- Development in other international for a concerning genetic resources, e.g., WTO's TRIPs, WIPO's Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) and UPOV;
- CGIAR study on use of others intellectual property to produce international public goods and the role of CAS; and
- A three-year work plan which would be driven by the demand of the GRPC.

GRPC proposes to hold a technical workshop on GMOs and the CGIAR before AGM04. It will also hold its next meeting in early September, 2004, in Rome.

The Treaty's standard Material Transfer Agreement (MTA) would apply to distributions of material now held "in-trust", but it was unclear whether the benefit-sharing obligations of the Treaty automatically applied to products of Center research, raising the possibility that the same genetic resources obtained with the Treaty's MTA could be obtained without it (e.g., through trials and nurseries).

A document entitled, *Benefit Sharing Provisions of Material Transfer Agreements for Products of Center Research under the International Treaty: Proposals for a Common policy*, addressed this situation and proposed that the Centers adopt a common policy. It also suggested specific wording that could be used as part of an MTA a Center might employ for distribution of its own research products. This document was distributed as background material for discussion at the CBC/CDC joint meeting where this item would be discussed further.

Next Steps:

It was agreed that as this subject was an item on the joint CBC/CDC meeting, further discussion on should be postponed until that time. Benchaphun Shinawatra Ekasingh agreed to continue to represent the CBC at the GRPC and keep the CBC informed of new developments.

Agenda Item 5 (d): CG Board Nominees

John Vercoe introduced this item and informed the CBC that he and colleagues from the CGIAR Secretariat had developed a trial process of nominating CGIAR-nominees to Center Boards. This process, outlined in the background document *Process for Selecting CGIAR Nominees to Center Boards*, depends on a well-populated data base (along the format of the G&D system where the nominator must disclose names, referees, as well as input fields that adequately describe the nominee's specializations, etc.). The trial process is an attempt to engage the membership more closely in the appointment of their Board members.

The most important feature of the new system is that the Boards still control the process because they select the names that go forward to the ExCo and, because of their obligation to carry out due diligence, the Boards have the final determination on Board composition.

The CGIAR Secretariat was in the process of updating their database to meet CBC requirements. According to the timeline, the new database would be available for use in early August, 2005.

Discussion:

- Concern was raised as to the length of time it would take to follow the revised process for selecting CG nominees to Center Boards. According to the timeline,

the process would take a minimum of 12 months from start to finish and this might jeopardize the quality of potential Board Members willing to participate in the process.

- Some discussion was given to the updated CG Secretariat data base, and reassurance was sought that Board Chairs and Board Secretaries would have access to the new system. It was also stressed that the CBC must have the opportunity to test and approve the new system before it was made fully operational.
- The Chair of IFPRI requested the CBC to specifically discuss the Center's issue where it had been requested by the Secretariat not to fill two Board vacancies until the new system was in place. As it appeared that the new system would not be operational until the end of the year, the IFPRI Board was left in a difficult position.

Next steps:

- The Chair agreed to present CBC's concerns to ExCo6 to be held in Montpellier later in May. Depending on the outcome of the ExCo discussions, John Vercoe was asked to contact the Secretariat in order to streamline the process and reduce the time necessary for selecting Board nominees.
- The CBC agreed that this situation at IFPRI was untenable and that this matter would also be raised at the ExCo6 meeting.

Agenda Item 5 (e) Gender and Diversity

As Isher Alhuwalia who represented the CBC on the G&D Working Group was not able to attend the CBC meeting, and as the G&D External Review was a major item to be discussed at the joint meeting of the CBC/CDC, it was agreed to postpone this item.

Agenda Item 5 (f) CBC Code of Conduct

John Vercoe informed the CBC that no action had been taken on this item. He reported that the purpose of the proposed CGIAR Charter was to detail the roles and responsibilities of all elements within the system, including the CBC. It was therefore agreed that there would be no necessity to produce a separate Code of Conduct for the CBC. The CGIAR Charter was slated to be discussed at the joint CBC/CDC joint meeting.

Agenda Item 5 (g) Challenge Programs

Background:

A joint CBC/CDC Working Group on Challenge Programs had been created at the end of the Nairobi 2003 meeting. The members of this group are: Eugene Terry and Remo Gautschi representing CBC, and Masa Iwanaga and Adel El-Beltagy representing CDC. Due to time constraints, the Working Group had not yet met and CBC was requested to suggest the following:

- The name of the Working Group coordinator.
- Items for inclusion in the Terms of Reference (TORS), and
- A timeframe for action and reporting to the CBC/CDC.

Discussion:

After a brief discussion, it was agreed that Remo Gautschi would serve as the coordinator of the Working Group, and that all CBC members should let him have items to be included in the TORS.

Next Steps:

This item will be further discussed at the joint meeting of the CBC/CDC.

Agenda Item 6: Board Orientation Program

Background:

Alex McCalla briefed the CBC on the Board Orientation Program which had been held in London on May 3-4, and funded by the CG Secretariat. Participation had been disappointing. Fifteen spots were reserved for participants and it was disappointing that only nine participants, representing eight Centers, participated.

The Orientation Program, held in collaboration with the Institute of Directors (IoD), was well received by participants, and evaluation forms were being compiled by John Vercoe and Selcuk Ozgediz of the Secretariat. Future Orientation Programs will be designed to include constructive feedback received from participants.

In order to support individual Centers, the Working Group was exploring the idea of providing training materials (such as videos or powerpoints) for use in their orientation programs, as well as the possibility of a small CBC training team participating in Center programs.

As the system had an average of 30 new Board members each year, with an average service time of six years, the Working Group felt it was necessary to proceed with haste with proper orientation training.

The Working Group proposed that further sessions be held over the next year and a half: one/two at AGM04 in Mexico, one in March 2005 in Addis, and one in conjunction with the May meetings of the CBC/CDC in 2005. These programs would be geared to Board members residing in specific regions, rather than Board members representing Centers located each region.

The initial plan was to increase the time of the program to 2.5 days with the continued support of the IoD in order to include a greater focus on fiduciary responsibilities.

Discussion:

- Orientation Programs were an essential element of Board member training, and all members should be encouraged to participate. Several Board Chairs stressed the importance of the Orientation Program and indicated they would make it compulsory for every Board member to participate.
- The program was not a substitute for individual Center orientation programs which should continue to be held, and which should also be part of an essential training program for all Board members. Board members have a responsibility to

- operate effectively on behalf of their Centers, and also a responsibility to the CGIAR as a system as a whole.
- One Center Orientation Program had recently been held incorporating elements on how the individual Center functions and how the CG system as a whole operates. One area which needed improvement was on Board responsibility, with specific concern raised on the issue of local liability.

Next Steps:

Working Group comprising of Alex McCalla (lead), Jim Godfrey, John Vercoe and Uzo Mokwunye, to firm up the dates, venues and financial implications for future Orientation Programs and revert back to CBC members in due course.

Further discussion of this item will take place at the joint CBC/CDC meeting.

Agenda Item 7: Issues from ExCoV/AGM03 Business Meeting:

(a) CGIAR Membership

The Chair reported that ExCo had accepted the CBC recommendation, and the issue of in-kind contributions had been rejected, and that the issue of payment of donor arrears had never been enforced. It was indicated that the purpose of the draft Charter was to stipulate the operating procedures of the CGIAR which, to date, had never been committed to paper. He stressed that this was not a constitution, but a set of operating procedures which would come into force from the time it was approved.

Agenda Item 8: Issues Arising from Center Reports

(a) Risk Management

Jim Godfrey briefed the CBC on the work he and his colleagues on the CIP Board had undertaken regarding risk management. He informed the membership that many donors, including DfID UK, were not willing to enter into contracts without having reviewed the risk management policies of a Center. He stressed the importance of Boards spending time on this important element of management, and offered to advise colleagues on the CBC on how to start the process.

Agenda Item 10: Meeting with Ian Johnson and Francisco Reifschneider

(Please see separate document. To be merged when cleared by CBC followed by Chairman/Director.)

Agenda Item 11: Update of CGIAR Reference Guides

After a brief discussion, it was decided that the seven volumes of the CGIAR Reference Guides should be updated. It was agreed that the new Guides should include information on the Orientation Programs scheduled for 2004, and that no action should be taken until after the Programs which will be held in conjunction with AGM04. The CBC requested the Chair to seek funding for this project from the CGIAR Secretariat.

It was stipulated that the Boards must take ownership of this project and give final approval of the updated Guides.

A Working Group comprised of Jim Godfrey and Uzo Mokwunye was requested to follow-up on this matter.

Next Steps:

Chair to begin discussions with Secretariat.

Agenda Item 12: Succession Plan for Chair and Vice-Chair, CBC

Alex McCalla briefed the CBC on the work he had undertaken to put together a succession plan for the Chair and Vice-Chair of CBC. He proposed that the CBC regularly review the membership to see which Board Chairs have 2, 3 or 4 years of potential service ahead of them so that a Vice-Chair can be identified to serve a minimum of one year prior to assuming the position of Chair. He recommended that the Chair of CBC should serve a minimum of two years and the Vice-Chair be groomed a year in advance.

He recommended a small standing Nomination Committee be appointed of up to three retiring Board Chairs, and chaired by the Chair of CBC, which would be activated every other year to nominate candidates to serve as a new Vice Chair.

He requested the CBC to:

- Adopt a general policy of the Vice-Chair of CBC succeeding the Chair;
- Adopt a general policy of a Nominations Committee activated every other year to nominate candidates for the position of Vice-Chair; and
- Request the Nominations Committee to present the slate of potential new Vice Chairs at the September 2004 meeting in order to replace Alex McCalla who completes his term as CIMMYT Board Chair in March 2005.

Discussion:

After a brief discussion, the CBC agreed to the points raised above and a Nominations Committee comprising, Benchaphun Shinawatra Ekasingh, Richard Musangi and John Vercoe were appointed.

To ensure continuity, the Chair recommended and the membership agreed to the setting up of a CBC Executive Committee (ExCom) comprising of the past Chair, the current Chair and the Vice-Chair.

Next Steps:

Nominating Committee to present a slate of potential Vice-Chairs to the next CBC meeting to be held in October 2004.

Agenda Item 13: CBC Statement to ExCo6 (Montpellier)

The Chair shared with the ExCo the main CBC activities since AGM03. An excerpt from the Minutes is found below:

“Uzo Mokwunye shared with the ExCo the main CBC activities since AGM03. He noted that the primary responsibility of CBC is to:

- Demonstrate initiative in responding to CGIAR opportunities and challenges that are common to Centers;
- Contribute to the development of CGIAR policy;
- Encourage and develop effective leadership by Center Boards; and
- Provide oversight of coordination between Centers.

Most of the activities of CBC since AGM03 have been guided by these functional roles. For example, in order to encourage and develop effective leadership by Center Boards, the CBC organized an orientation program for Board members in London in early May 2004. CBC was assisted by the Institute of Directors (IoD) and received financial and other support from the CGIAR Secretariat.

CBC is excited about the new SC, and looks forward to its active involvement in the CGIAR. CBC has also provided input to development of the CGIAR Compensation Study that led to a modified TORs, and actively participated with the Working Group on Performance Measurement (WGPM) and has set up a small working group to help develop indicators on governance.”

The Chair also shared the views of the CBC at various times during the Agenda.

Agenda Item 14: Any Other Business

Several speakers said it was important for the Chair to follow up on Ian Johnson’s idea of a CBC retreat focusing on strategic issues of interest to the CGIAR as a system.

Suggested issues for discussion were:

- Bringing the work of the CGIAR further in line with the global development agenda; or the
- Oversight of Center coordination.

Next Steps:

The Chair agreed to follow-up on this item and to seek the views of the membership on the topic for discussion at the Retreat.

With a vote of thanks to the Chair and the Executive Secretariat, the meeting was adjourned.

LIST OF PARTICIPANTS

ANNEX 1

<i>CIAT</i>	Jim Jones, Board Chair
<i>CIFOR</i>	Don Koo Lee, Vice-Board Chair
<i>CIMMYT</i>	Alex McCalla, Board Chair
<i>CIP</i>	Jim Godfrey, Board Chair
<i>ICARDA</i>	Margaret Catley-Carlson, Board Chair
<i>ICRISAT</i>	Uzo Mokwunye, Board Chair and <i>CBC Chair</i>
<i>IFPRI</i>	
<i>IITA</i>	Joy Kwesiga, Vice-Board Chair
<i>ILRI</i>	John Vercoe, Board Chair
<i>IPGRI</i>	Benchaphun Shinawatra Ekasingh, Board Chair
<i>IRRI</i>	Keijiro Otsuka, Board Chair
<i>IWMI</i>	Remo Gautschi, Board Chair
<i>Africa Rice Center</i> <i>WARDA</i>	Richard Musangi, Board Chair
<i>World Agroforestry</i> <i>Center</i>	Eugene Terry, Board Chair
<i>WorldFish Center</i>	Robert Kearney, Board Chair
<i>CBC Executive</i> <i>Secretary</i>	M. Caryl Jones-Swahn
<u><i>Special Guests</i></u>	
Ian Johnson, CGIAR Chairman	
Francisco Reifschneider, CGIAR Director	