

**CBC MEETING
OCTOBER 24, 2003
NAIROBI, KENYA**

SUMMARY OF PROCEEDINGS

Agenda Item 1

Welcome:

The Chairman welcomed members of the CBC to the meeting. Regrets had been received from Lauritz Holm-Nielsen (CIAT), and from Angela Cropper (CIFOR) who would not be able to attending the meeting. Jag Maini, CIFOR Board Member and former Chair, was representing Ms. Cropper.

The Chair welcomed Margaret Catley-Carlson, incoming Chair of ICARDA, and bid farewell to Angeline Kamba, IRRI, and Moise Mensa, ISNAR, who were participating in their last meeting, and Lauritz Holm-Nielsen, CIAT who would also be leaving the Board of CIAT prior to the next CBC meeting.

A full list of participants is attached as Annex 1.

Review and approval of Draft Agenda:

After a few points of clarification, the Draft Agenda was approved with noted additions and is attached as Annex 2. All Summary Notes and Background Papers for Agenda Items are posted on the CBC web site:

http://www.cgiar.org/who/wwa_center.html#Committee

Review and approval of Draft Summary of Proceedings of CBC Meeting, May, 2003:

With a vote of thanks to the Chair and the CBC Secretariat for producing an excellent set of proceedings, the Summary of Proceedings of the CBC meeting held in Den Hague in May 2003, were approved with minor corrections. The final Proceedings are available on the CBC web site.

Agenda Item 2

In order for all participants to be briefed on the current status of each Center, all Board Chairs made a brief presentation on their Center covering major current concerns.

Individual Center reports can be found on the CBC web site. Issues resulting from specific Center presentations are discussed under Agenda Item 4.

Agenda Item 3: Follow-Up from May 2003 CBC Meeting

The follow-up actions from CBC's May meeting were reviewed and individual task leaders updated participants in the meeting:

(a) CBC to play a greater role in the development of the AGM agenda:

The Chair reported he had ensured CBC had a slot in the AGM agenda where he would make a statement outlining the key issues raised in the CBC meeting. This statement would also be tabled in writing and be part of the formal record of the AGM.

The Chair also informed the CBC that, due to time constraints, the joint CBC/CDC Statement which had been prepared at the May 2003 CBC/CDC meeting had not been discussed at ExCo4. The document had, however, been appended to the formal record of the ExCo meeting.

(b) Proposed mid-term Event:

No further action had been carried out on this item, and a combined CBC/CDC working group had not been established. It was agreed that this item would be discussed at the next CBC/CDC joint meeting.

(c) Performance Measurement:

Background:

An ExCo decision to introduce performance indicators as an additional evaluation tool led to the establishment of a CGIAR Working Group on Performance Measurement (WGPM), set up by the System Office. The primary purpose of the PM system should be the promotion of high System, and not only Center, performance, through providing incentives, feedback, identifying barriers to better performance, and stimulating learning and change. The system should be developed and implemented in full consultation with the Centers to encourage Center buy-in and use of the system. The establishment of a performance measurement system as a tool for improving transparency, demonstrating accountability and as an additional instrument that could also be used by interested members in making their resource allocation decisions. It is vital that decisions made on the basis of assessments of Center performance be made with a full understanding of the relevant circumstances. Performance information is not a substitute for detailed evaluations and reviews. Rather it should be viewed and developed as a complement to existing processes for assessing Center performance.

The WGPM met in September 2003 and identified a number of issues that should be taken into account in designing and developing a performance measurement system which include:

- The PM system will rely on center self-reporting which requires a process for external validation of the reported information through the System Office or another mechanism.
- The design and development of the PM system should be a collective exercise involving all major interested groups.

- The Science Council should take the lead in the effort to design indicators of science output and quality.
- The effort should be started as early as possible, with ExCo monitoring the development of the PM system.
- Implementation should be monitored closely and fine-tuned as necessary. The PM system would have to go through many iterations before it was made operational.
- The system would provide harmonization across Centers, but it was agreed that it would not be possible to have a uniform set of indicators for all Centers.
- The PM process should not lead to a Center ranking system, especially one which would lead to a ranking system for resource allocation.

The WGPM agreed to move ahead with the design and development of the PM system and agreed on the necessity of meeting again to further refine outstanding issues.

Discussion:

- While acknowledging the importance of a performance-based evaluation exercise, issue was raised on the multiplicity of donor evaluations, and the onerous demands put upon individual Centers (EPMRs, CCERs, individual donor reviews, etc.). It was suggested that donors be requested to use the PM system as a replacement for individual donor evaluations so as to ensure no increased cost.
- The major instrument for Center evaluation was the EPMR which provided confidence to donors and ensured continued donor support. This instrument was both a qualitative and quantitative review, and provided donors with a composite picture of Center performance.
- It was agreed that performance measurement indicators should be established for all components of the system, including Centers, donors, Science Council, System Office units, etc., and that a system be developed to validate the outputs.
- It was proposed that the CBC in full consultation with CDC should develop their own set of performance indicators, guided and approved by the Science Council and supported by the CG as a whole.
- Concern was raised over the receipt of Kevin Cleaver’s paper “Allocating World Bank’s general support to the Centers – Launching a performance based approach for 2004”, which had been sent to the CDC on June 11, and again on October 21, indicating that the World Bank would launch a performance-based approach to allocate part of its 2004 general support. In this document, CDC were requested to proceed with a self-assessment, using the proposed indicators as outlined in the WB document, and return the results to the Bank by December 12, 2003. The results are then to be reviewed and 2004 allocation decisions made by end December, 2003.
- While stressing the CBC was not opposed to the idea of establishing a self-assessment process through the use of performance indicators, concern was voiced that the PM system would be used for Center ranking and that resources would be allocated accordingly. This could operate against the best interests of smaller Centers with less opportunity to buffer transitory external impediments.

Next Steps:

- It was agreed that this item would be put on the agenda for the joint CBC/CDC meeting and raised with the Chairman and Director of the CGIAR during AGM'03.

(d) CBC Code of Conduct**Background:**

Based on the SWOT analysis undertaken at the May meeting, CBC had agreed that Codes of Conduct might need to be introduced both across and within Centers. It had been agreed that the CBC should adopt a Code of Conduct to complement the Code under review by the CDC. This Code would be included in the Rules of Procedure of the CBC. As an input into the CBC Code of Conduct, the Chair thought it useful to poll the CG membership to ascertain their expectations from Center Boards. The code should relate to all aspects of Board functions including appointments.

The Chair briefed the CBC on the status of the Secretariat data base for Board candidates which was currently being updated and tested as a result of CBC intervention. The updated data base would include all elements currently available on the G&D data base, and was scheduled to be complete early in the New Year. It was hoped that this new instrument would enable Board Chairs, Members and Secretaries to search for qualified candidates to fill Board vacancies.

Discussion:

- Members stressed the importance of having a reliable and constructive data base from which to select potential Board members and urged the Chair to ensure the updated system would fulfill their needs.
- It was agreed that the Chair was authorized to nominate CBC members to serve on working groups and CGIAR Committees without the agreement of the full CBC membership.

Next Steps:

Once the appointment process is agreed and implemented, CBC will review all aspects of board roles and functions in a joint working group that would involve both donors and stakeholders. From these discussions it is anticipated that a new "code" will be developed to replace the existing CGIAR Board booklets.

(e) Board Orientation Program**Background:**

Since the last meeting, the Chair had agreed with the Secretariat that CBC would assume the design and implementation of the Board Orientation program. The Secretariat had updated their original course curriculum to include input from the CBC and, during the course of the meeting, the CBC Working Group comprising Alex McCalla (focal point), Jim Godfrey, Uzo Mokuwunye and John Vercoe finalized the design for the new Board Orientation Program.

The program is intended for three groups of Board members: (a) all new Board members; (b) Board members who are new to the CGIAR system; and (c) all Board members who are in need of a refresher. The frequency and venue of the courses would depend on the profile of demand, but the turnover in Board members suggests that there would likely be demand for at least one such course annually.

The objectives of the program are to strengthen the participants' understanding of the roles and functions of Center boards and responsibilities of individual board members, and equip them with the tools, concepts and strategies needed to become more effective as trustees.

The full outline of the Design for a CGIAR Board Orientation Program can be found on the CBC web site.

Discussion:

- CBC appreciated the work undertaken by the Working Group, and looked forward to receiving feedback on the first program which was scheduled to be held either prior to or just after the May meeting of the CBC. It was agreed that the first orientation program would be held at the ILRI campus in Addis Ababa.

Next Steps:

- Working Group to finalize design of orientation program (Jim Godfrey to explore the Institute of Directors as one deliverer of some components) and, with support from the Executive Secretary, proceed with all logistical arrangements.

(f) Review of Center Staff Compensation Packages

Background:

Bob Kearney, leader of the CBC Working Group on the Review of Center Staff Compensation, informed the CBC that at the ExCo4 meeting held in May 2003, it was agreed that:

- *The Secretariat working with CBC, should prepare a paper of compensation structures and levels and mechanisms for ensuring transparency.*
- *Compensation data on the CGIAR should be compared with those from appropriate comparator organizations.*
- *The CGIAR data should be enriched with the expansion of the study to include compensation packages for locally recruited staff.*

The CBC Working Group were currently working with the consultant who will be undertaking the study to revise the draft Terms of Reference provided by the Secretariat. The TORS must include a review of the decisions which underpin salaries and compensation packages as well as consideration of the relationships between CG salary scales and those in the countries and regions in which the CG operates.

The Survey will be undertaken by a consultant employed by the Secretariat, Sandra Lawrence, and it is anticipated will be complete by May 2005.

Discussion:

- Caution regarding comparison of salaries and compensation packages of international staff working in CG centers and national civil servants. Centers must review national scales and use this information as a guide when formulating policies.
- Caution regarding the application of a blanket UN approach to the setting of salaries and post adjustment allowances.
- Setting remuneration packages a very sensitive issue which impacts on the quality of potential candidates, both from international markets as well as national systems. National labor laws must be taken into account in setting individual Center policies.
- Centers must create opportunities and empower national staff to enable them to change status and become internationally-recruited staff.
- Centers must be proactive and find ways to promote best practice within the system in order to recruit the best qualified personnel.
- Focus of study should be expanded to include system-wide job classification and staff development programs leading to the possibility of establishing common policies and procedures across all Centers.
- Tension in the system seems to arise in comparison of remuneration packages for senior nationally recruited staff vs. junior internationally recruited staff – study must focus on this area.
- Center success hinges on the ability to recruit top quality international staff, as well as maintaining those staff. Do we offer the right compensation packages to recruit the best possible staff?
- Donors are pushing for the study in order to ensure compensation packages are in line with those offered by other international organizations. Center staff are funded by public monies and information must be made available to donors. Openness and transparency is required by our donors.

Next Steps:

It was agreed the CBC Working Group update the TORS for the forthcoming review including items discussed above in order to add value to the study. As CBC/CDC have a seat on the Steering Committee which will govern the project, the Centers will have an opportunity to continually add value to the Study.

A copy of the final Terms of Reference as approved by CBC can be found on the CBC web site.

(g) Board Appointments**Background:**

Following-up on the CBC discussion during their May 2003 meeting, the Chair informed the CBC that at the ExCo4, it had been recommended that:

- *The CGIAR should maintain and improve the CGIAR nominee process.*

- *Each Center Board should have at least two members identified by the CGIAR and appointed by the Board. These members would be briefed by, but not report back to, the CGIAR.*
- *The current CGIAR nominee process should be suspended until an improved process is in place.*

The Chair had since worked with the CGIAR Director to design a CGIAR nominee process, which would enable each Board, assisted by the System Office and the membership of the CGIAR, via ExCo, in the identification of board candidates to fill the CGIAR nominee vacancies.

It was recognized that the process is entirely dependent on establishing an easily accessible database that can be accessed for the entry of candidates by all components of the System.

The final version of the document, “Action for Selecting CGIAR Nominees to Boards of Trustees at CGIAR Centers” can be found on the CBC web site.

Discussion:

- Understood that the new procedures would not be implemented until the updated data base is fully operational and meets CBC requirements.

Next Steps:

- Chair to follow-up with Secretariat on status of updated data base.
- Final document to be circulated to CBC/CDC.

(h) CBC Budget

CBC was presented with the CBC account for the period of January 1 thru September 30, 2003, which indicated the CBC would not be expending the second tranche of \$50,000 from the CDC account. These monies would be returned to the CDC account.

The 2004 Budget breakdown was also tabled for approval. The Chair informed the membership that given the Board Orientation program was due to be held in 2004 he believed the full amount of \$100,000 would be required in 2004. The budget was endorsed by the CBC and can be found on the CBC web site.

Next Steps:

2004 CBC Budget document to be presented to CDC for review at their meeting on October 26, 2003.

(i) Grievance Procedures

Background:

The CBC-commissioned model guidelines for grievance procedures had been endorsed by the CBC/CDC at their joint meeting in May 2003. Since that time, and in collaboration with the Gender and Diversity Program, it had been agreed to incorporate a procedure specifically for sexual harassment.

The model guidelines had been shared with the Secretariat who had provided comments and recommended some additional elements, e.g. time frames, be included. The Chair felt that these elements would be more useful if they were incorporated in individual Center policies rather than in the model guidelines and had informed the Secretariat accordingly.

Discussion:

- CBC restated its acceptance of the model guidelines, with the inclusion of a new section on sexual harassment, and thanked the Chair for leading the CBC through the process.

Next Steps:

- CBC to recommend the adoption of the guidelines as a model which can be adapted by individual Centers.

(j) Future Harvest/PARC

As the proposed three-year strategy was an agenda item for discussion at the joint CBC/CDC meeting, it was agreed that CBC discussions should be postponed until that time.

(k) Gender and Diversity

Background:

The external review of the Gender and Diversity program had been decided by the CBC/CDC during their meeting in October, 2002 at IRRI headquarters. Masa Iwanaga Angeline Kamba and Francisco Reifschneider had been appointed to the Oversight Review Group, backstopped by Kerri Wright Platais. The TORS for the review were developed with involvement of CBC/CDC members and were finalized at the May meeting at ISNAR Headquarters in the Hague. Two external reviewers (consultants) had been identified to conduct the review which was to be conducted over a three-month period beginning in July 2003.

The reviewers had since conducted extensive information gathering exercise through contact with the Gender and Diversity Program Leader, Vickie Wilde, and a number of key stakeholders. Unfortunately, the original time table was not met and it was decided by the Oversight Group that the final report would not be ready for submission to the CBC/CDC meeting until May 2004. This will enable more careful review by the Oversight Group as well as further discussions with the Gender and Diversity Program Advisory Board.

Next Steps:

- CBC/CDC to meet Gender and Diversity Board at their meeting during AGM to brief them on the work of the Oversight Group.
- External Review to be placed on Agenda for May 2004 CBC/CDC meeting.

Agenda Item 4

(a) Science Council

CBC welcomed the identification of a new Science Council, the ratification of which was an agenda item at AGM'03. The importance of the Science Council was reiterated for the system as a whole.

CBC hoped to meet with the new Chair of the Science Council, Per Pinstруп Andersen, during AGM'03 to discuss a variety of matters including Challenge Programs, Performance Indicators, and the System Strategy and Priorities Paper.

(b) CGIAR Membership

Background:

To ensure a balanced rotation of ExCo at AGM'03, it is suggested that three of nine ExCo members scheduled for rotation be postponed until AGM'04. This would ensure continuity in the membership of ExCo and, starting next year, one-half of the 12 seats would rotate each year. The Cosponsors would hold a random drawing prior to AGM'03 to determine which three of the nine seats would have their terms extended to a third year to achieve a balanced rotation thereafter. The proposal had been reviewed virtually by ExCo, and would be discussed at AGM'03.

Discussion:

- The grouping of Israel with the CWANA constituency was questioned since Israel considers itself a developed country and part of Europe, and since other classifications (such as FAO's) place it under "Europe".
- The financial conditions under which Israel was admitted was also questioned, and the idea of "contributions in kind" in lieu of full financial payment was discussed. It was stressed that this new eligibility criteria could well cause problems with existing members, thereby causing Centers potential financial troubles.

Next Steps:

- CBC to raise this matter in the joint meeting with the CDC and also with the Chairman and Director of the CGIAR.
- CBC to keep this item on their agenda for future meetings.

(c) Center Reviews

Discussion:

- Several members reiterated their concern with EPMP panels going beyond their initial terms of reference and authority.
- It was agreed that the Science Council must be responsible for overseeing the evaluation process, and that Centers must have an opportunity to review and approve draft EPMP terms of reference.

Next Steps:

- Item for discussion with Science Council Chair.

(d) Update on DfID, UK

Jim Godfrey, Chair of the Board of CIP, briefed the CBC on recent discussions he had had with DfID's new CGIAR focal point, Steve Bass. During these meetings he had been informed that DfID guaranteed to maintain at least 80% of their CG funding in 2004, with the possibility of increasing this amount. Mr. Bass intended to reduce spending on policy initiatives and increase contributions to agricultural productivity and health programs. He stressed the importance of the CGIAR presenting their work in a coordinated manner, highlighting the impact of the system rather than individual centers. In order to facilitate future discussions, Jim Godfrey requested information on research projects from each Center.

Next steps:

- Each Board Chair to provide Jim Godfrey with information on two best research highlights from each Center, including scale of project and socio economic impact.

Agenda Item 5: Items for discussion with Chair and Director of CGIAR, AGM'03

The agenda for the meeting with the Chair and Director, CGIAR, during AGM'03 can be found on the CBC web site, along with a summary note from the meeting.

Agenda Item 6: Appointment of Chair and Vice-Chair, CBC

The nominations committee comprising of Angeline Kamba (Chair), Jag Maini and Moise Mensa, conducted a wide and comprehensive consultation process and were pleased to announce the nomination of Uzo Mokwunye as Chairman and Alex McCalla as Vice Chair of CBC.

These candidates were unanimously endorsed by the CBC and will take up their new positions on January 1, 2004.

Next Steps:

It was also agreed that a more structured succession plan for these positions should be drafted and discussed at the May 2004 meeting. Uzo Mokwunye and Alex McCalla agreed to prepare a discussion note for circulation to CBC.

Agenda Item 8: CBC Presentation to AGM'03

It was agreed that the Chair's presentation to AGM'03 would focus on CBC's specific outputs during 2003:

- Development of model guidelines for grievance procedures;
- Development of a process to increase Members' inputs into the selection of CGIAR nominees to Center Boards;

- Establishment of terms of reference for a comprehensive study of remuneration packages across centers; and
- Development of a new Board Orientation Program that is dynamic and in line with the changing needs of governance.

The statement would also raise key issues and challenges which the CBC believes confront the system:

- The important tasks facing the newly appointed Science Council; and
- The proposed reforms recommended in the evaluation of the CGIAR by the World Bank's Operations Evaluation Department (OED).

The Chair's full statement to AGM'03 can be found on the CBC web site.

Agenda Item 9: Future Meetings

It was agreed that the next meeting of the CBC would be held during the week of May 3 at ICARDA Headquarters in Aleppo, Syria. The CDC would also be meeting during that time and details would be worked through as to how much time would be spent meeting together.

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

ANNEX 1

LIST OF PARTICIPANTS

<i>CIAT</i>	
<i>CIFOR</i>	Jagmohan Maini, Board Member
<i>CIMMYT</i>	Alexander 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
<i>IFPRI</i>	Isher Judge Ahluwalia, Board Chair
<i>IITA</i>	Mortimer Neufville, Board Chair
<i>ILRI</i>	John Vercoe, Board Chair and <i>CBC Chair</i>
<i>IPGRI</i>	Benchaphun Shinawatra Ekasingh, Board Chair
<i>IRRI</i>	Angeline Kamba, Board Chair
<i>ISNAR</i>	Moise Mensah, Board Chair
<i>IWMI</i>	Remo Gautschi, Board Chair
<i>WARDA</i>	Richard Musangi, Board Chair
<i>World Agroforestry Center</i>	Eugene Terry, Board Chair
<i>WorldFish Center</i>	Robert Kearney, Board Chair
<i>CBC</i>	M. Caryl Jones-Swahn, Executive Secretary

**ANNEX 2
CBC MEETING
AGM Nairobi 24th October, 2003**

AGENDA

Friday 24th September, 2003			
	Agenda Item	Lead Chair	Doc. Number
9.00-9.15	<p style="text-align: center;">Item 1</p> <ul style="list-style-type: none"> • Welcome and Introductions • Review and Approval of Draft Agenda • Review and Approval of Minutes of May meeting Den Haag, May 2003 	Vercoe	
9.15-10.35	<p>Item 2: Reports from Centers (5 mins) <i>(Each Board Chair makes 5 minute report on their Center that covers major current concerns – a written dot-point, no more than 1 page report could be useful for the record.)</i></p>	All CBC Chairs	
10.35	MORNING COFFEE		
11.00-11.45	<p>Item 3:</p> <ul style="list-style-type: none"> • Issues resulting from Center Reports • Follow-up from May 03 CBC meeting and Working Groups <ul style="list-style-type: none"> ○ AGM Agenda ○ MTM event ○ Performance Indicators ○ CBC Code of Conduct ○ Board orientation ○ Compensation packages ○ Board appointments ○ CBC Budget/Bank account ○ Grievance Procedures ○ PARC/Future Harvest ○ Gender & Diversity 	<p>Vercoe</p> <p>Vercoe Vercoe Neufville Vercoe McCalla Kearney Vercoe Vercoe Vercoe McCalla Kamba</p>	
11.45-13.00	<p>Item 4: Issues from ExCo</p> <ul style="list-style-type: none"> • Compensation study • Performance indicators • Science Council • Accountability/Financial scrutiny 	<p>Vercoe Kearney Neufville Vercoe Vercoe</p>	

	<ul style="list-style-type: none"> • Board appointments • Codes of conduct (CBC/Boards) 	Vercoe Vercoe	
13.00	LUNCH		
13.30- 14.15	Item 5: Ian Johnson/Francisco Reifschneider	Vercoe	
14.15- 15.00	Item 6: Appointment of CBC Chair and Vice-Chair Item 6a New Initiatives for CBC	Nominated temporary chair Vercoe	
15.00- 15.30	Item 7: Meta-review and preparation for other matters for joint meeting	Vercoe	
15.30	AFTERNOON COFFEE		
15.45- 16.30	Item 7 (Cont....)	Vercoe	
16.30 – 17.00	Item 8: Presentation to AGM	Vercoe	
17.00 – 17.30	Item 9: Any other business Next meeting and agenda items	Vercoe	
19.00	CBC DINNER - Tamarind		