

## SUMMARY OF MAJOR DECISIONS

### Forty Seventh Meeting, Pretoria, South Africa

26-27 April 2010

Chair: John Skerritt

#### Board Matters:

The Board considered the current membership of the Nominating and HR Committee (NHRC) and the new Board member, Isher Ahluwalia's preference to sit on the NHRC.

#### Recommendation

**Dr. Isher Judge Ahluwalia appointed as member of the Nominating and HR Committee with immediate effect.**

The Board discussed the possibility of having some formal interaction with staff during the time of the ARM and Board meeting period in Oct/Nov 2010.

#### Recommendation

**The Board would like to actively engage with staff during the Oct/Nov Board and ARM period. This should include a meeting with the Staff Consultative Committee, separate from the formal Board agenda. Program based meetings with staff should also be held during this period but with the understanding that some of the Board members may have to depart from Colombo on Sunday or Monday night.**

The Board agreed to have an 'Induction to IWMI' organized for those members who have not gone through such a program.

#### Recommendation

**The Board asked Management to organize an 'Induction to IWMI' for those Board members who have not gone through such an induction process, on Friday 29<sup>th</sup> Oct., or Monday 1<sup>st</sup> Nov.**

The Board discussed the Executive Committee membership and meeting requirements per the Committee's ToR.

#### Recommendation

**The Executive Committee membership to be revised to include the 'Audit Committee Chair' and amend the ToR to reflect this change.**

#### Recommendation

**Discussion and decision on the need or not to continue an Executive Committee of the Board to be included in the Oct/Nov 2010 Boards agenda.**

## CGIAR Change Management Process

Following discussions, the Board unanimously agreed to join the CGIAR Consortium.

### Recommendation

**The IWMI Board made a unanimous vote to join the CGIAR Consortium and authorized the Board Chair to sign the Consortium Agreement on behalf of IWMI.**

## Regional Offices

The DG presented a review of IWMI office locations based on the analysis of funding opportunities, science directions and risks; and the Board considered IWMI's future locational needs.

### Recommendation

**The Board endorsed continued activity in Nepal via IWMI's Kathmandu office and that Management seek further new project funding in the region. The Board will review the situation in 24 months time.**

### Recommendation

**The Board endorsed the Pretoria office to remain as a regional hub for IWMI and that management use the location to spearhead new work in southern Africa, but that the Board review the situation in 24 months.**

### Recommendation

**The Board approved IWMI expanding Ouagadougou and endorsed Management seek reinstatement of diplomatic privileges and immunity for IWMI in Burkina Faso.**

### Recommendation

**The Board endorsed Vientiane, Hyderabad, Tashkent, Addis Ababa, Pretoria and Accra to remain as IWMI hubs, whereas the other offices are defined as satellite offices that focus principally on project delivery and are administered via the nearest hub office.**

## Financial Matters:

The Board reviewed and discussed the 2010 revised budget focusing on the variance between original and revised budget, the importance of meeting project deliverables and the major risks and mitigates in achieving the budget.

### Recommendation

**The Board approved the revised 2010 budget which comprises of projected total income of \$29.65 million, projected total expenditure of \$29.50 million and projected surplus of \$150,000.**

### **Report of the Audit Committee**

The Audit Committee Chair briefly reported on the Audit Committee proceedings and presented the following recommendations for Board approval.

#### **Recommendation**

The Audit Committee recommends the adoption of the report from the CGIAR Internal Audit. The Committee further recommends the approval of the 2010 annual audit plan in conjunction with the rolling medium term internal audit plan as presented.

#### **Recommendation**

The Audit Committee recommends that the Board approves the 2009 audited financials and Ernst & Young management letter and IWMI responses. The committee further recommends that the Board approves appointment of Ernst & Young as IWMI's external auditors for the year 2010.

### **Report of the Nominating and Human Resources Committee**

The Nominating and Human Resources Committee (NHRC) Chair briefly summarized the NHRC deliberations and presented the following recommendations for Board approval.

#### **Recommendation**

The NHRC recommends Management to start the PhD/Capacity Building program afresh rather than make changes to the existing system. The Committee asked Management to revert to the next Board meeting with a proposed policy with options, recommendations and cost implications for the Committee's consideration and the policy to include as an objective 'increasing the proportion of women and developing country scientists in the research staff.'

#### **Recommendation**

The Committee confirmed that IWMI's current policy of not providing the housing and education allowances to IRS/RRS based in their home country is appropriate, as these are allowances (not remuneration) paid to meet the additional expenses that staff incur as a result of being based outside their home country.

#### **Recommendation**

Management to consider the possibility of increasing the number of senior fellows from the envisaged number of three to at least five.

#### **Recommendation**

Management to develop and bring to the Board (out of session) a separate salary scale for the DDG and Senior Fellows so that transparency and avoidance of any relative anomalies is ensured.

**Recommendation**

The performance review of Senior Fellows and the DDG should be the prerogative of the Director General. However, the Director General may elect to consult the Board Chair on this subject.

**Recommendation**

Using the broad outline presented in the Board Chair's report as the basis, the DG, the Board Chair and the Board Secretary to develop a draft specific set of tasks tailored to the Institute's activities on an annual basis; and which can be measured both quantitatively and qualitatively.

**Key Performance Indicators**

The Director, Communications & Marketing presented the Board on the systematic approach proposed by Management to develop a few key performance indicators to measure outputs and potential impact.

**Recommendation**

The Board endorsed the continued development of the Performance Framework but keeping KPIs as simple (and collection of performance data as automatic as possible) and also compatible with other system-wide monitoring and evaluation frameworks. The Board would require the progress made against the performance indicators annually. To reduce the administrative burden and in order to align and use them as management tools the indicators should be linked as much as possible with individual tasks and with externally-imposed KPIs.

**Center Commissioned External Reviews**

**Recommendation**

The Board approved the proposed changes and the amended schedule of CCERs covering the period 2010-2011.

**ALL RECOMMENDATIONS WERE APPROVED BY THE BOARD**