

## SUMMARY OF MAJOR DECISIONS

### Forty First Meeting, Tashkent, Uzbekistan

22 – 24 March 2007

Chair: Nobumasa Hacho

#### **BOARD MATTERS:**

The Board noted that Frank Rijsberman was the main promoter of this IWMI-WorldFish joint venture. It was proposed the Director Corporate Services be on the Steering Committee of IRSS to have a better interface.

The Board proposed Dr. David Molden, who is now the Deputy Director General (Research), assumes duties as Acting Director General as of 1 June 2007 until the appointment of the new Director General. The Board Chair to formally inform David Molden of the Board's decision.

#### **Recommendation**

*Director Corporate Services serve on the IRSS Steering Committee.*

#### **Recommendation**

*David Molden to assume duties as Acting Director General as of 1 June 2007 until the appointment of the new Director General. The Board Chair to formally inform David Molden of the Board's decision.*

Peter McCornick, Director Asia, representing the DG at this meeting, formally welcomed the IWMI Board to Tashkent.

The WorldFish and IWMI Boards are scheduled to meet in Colombo in October 2007, with a one-day overlap, and it was decided that the Board Chair writes to the WorldFish Board Chair and finalize the dates for the meeting.

#### **Recommendation**

*Board Chair to write to WorldFish Board Chair and finalize the dates for the joint meetings in October 2007 in Colombo.*

The Board noted that since this was Frank Rijsberman's last meeting, efforts should be made to invite him as a special guest to our next Board Meeting and a formal presentation/farewell accorded him. This matter was left in the hands of the Board Chair and Board Secretary to organize.

**Recommendation**

***Board Chair and Board Secretary to organize a formal presentation/farewell for Frank Rijsberman during the next Board meeting.***

Sharat Kumar updated the Board with IWMI priorities for IRSS: The IWMI interface is closely monitoring the services provided by IRSS. IWMI's priorities are to first iron-out initial teething and implement SAP at the HQ and then roll out SAP to the regions. Second, Service Level Agreements (SLAs) should be implemented on top priority. Third, we are currently experiencing issues in project account statements and personal account statements which has to be addressed by IRSS.

Margaret Catley-Carlson stressed the need for a brief overview of IWMI-WorldFish collaboration at every meeting. This could be included as a standard item in the DG's Report, and details could be discussed at the Program Committee meeting. The Board agreed to this, and it was noted that at this meeting, it could be discussed during the time allocated for agenda item 'Personnel Matters.'

**Recommendation**

***Management to take necessary initiatives and have the SLAs for IRSS in place at the earliest.***

**Recommendation**

***DG's Report to the Board should include a brief overview of the IWMI-WorldFish collaboration at every meeting***

**Recommendation**

***Program Committee to have an agenda item for discussion of IWMI-WorldFish collaboration referred to in DG's Report to the Board, at every meeting.***

**Report of the Program Committee**

Brief presentation by Deborah Bossio to introduce the current status of planning with regard to the CPWF 2<sup>nd</sup> phase. It was noted that IWMI should take very seriously the implications of CPWF 2<sup>nd</sup> phase and engage fully in the planning process.

**Recommendation**

***IWMI to take very seriously the implications of CPWF 2<sup>nd</sup> phase and engage itself fully in the planning process.***

## **Report of the Nominating Committee**

The NC Chair presented her report and made the following recommendations arising from the Nominating Committee meeting held on Thursday, 22 March 2007 at 4 p.m.

### **Recommendation**

*Considering the lengthy process for CG nominations, candidates for nomination should be sent to IWMI Board Secretary without waiting for vacancies, in order to build up the CG nominees of the IWMI Board Nomination Database.*

### **Recommendation**

*EFC to consist of only the Board Chair, Vice Chair and the DG, and should meet only when major decisions need to be made. The Board Secretary was asked to revisit the EFC ToR and recommend changes if required.*

### **Recommendation**

*Prof. N. Hatcho to remain as Chair of the IWMI Board for 2008.*

### **Recommendation**

*Appoint Dr. Margaret Catley-Carlson as Vice Chair of the IWMI Board with immediate effect until March 2008.*

### **Recommendation**

*Appoint Dr. Fatma Attia as Chair of the NC with effect from 2008, and she attends the October 2007 meeting as a member.*

### **Recommendation**

*Reorganize composition of individual Board committees, as follows:*

Name of Board Member	Executive & Finance Committee	Audit Committee	Nominating Committee		Program Committee
			2007 Oct	2008	
N. Hatcho	Chair		Member	Member	Member
M. Catley-Carlson	Vice Chair (2007/08)			Member	
R. Kfir		Member (2008)	Member		Chair
J. Skerritt		Chair			Member

F. Attia			Member	Chair	
D. Fall			Chair		Member
A. Kej		Member			Member
C. Lopez			Member		Member
U. Tan-Kim-Yong					Member
T. Abeywickrema (Ex officio)		Member			
F. Rijsberman (DG)	Member	Member	RP	RP	Member
Total No.	03	05	06	04	08

(RP = Resource Person)

The Board discussed and decided that the general agenda items that were discussed previously in the EFC should be presented to the full Board. The EFC should meet, if required, to take up any specific issues that involves major discussions & decisions. The membership to the EFC should be revised and will consist of the Chair, Vice Chair and DG. The Board Secretary was asked to revisit the EFC ToR and recommend changes if required.

The analysis of the Board Self Assessment results has revealed low levels of satisfaction in the programmatic areas. It was noted that the PC had to integrate better on strategic issues of the Board, and the NC should revise its ToR and revise accordingly.

The committee decided to share the results with the full Board. It was noted from the above that the Program Committee had to integrate better on strategic issues of the Board, and the NC should revise its Terms of Reference (ToR) to include human resources and cultural issues. After much discussion, it was agreed that the full Board will meeting at the October PC meeting. PC will meet as a full board, first part of the day, and as a committee dealing with strategic issue second part of the day.

The Committee reviewed the new Board Self Evaluation questionnaire and it was decided to administer this tool annually at the end of every March meeting, commencing from this meeting, and present the results to the Board Chair prior to the October meeting. It was also decided to continue administering the online Board Self Assessment 01 annually, after every October meeting.

**Recommendation**

***NC to revise its ToR to include human resources and cultural issues and submit at next meeting, and once approved, the Board Charter could be revised.***

**Recommendation**

*The PC to focus more on strategic issues of the Board.*

**Recommendation**

*The (October) PC meetings to consist of full Board during first session, and as strict committee dealing with strategic issues during the second part of the day.*

**Recommendation**

*Administer the new Board Self Evaluation questionnaire annually at the end of every March meeting, commencing from this meeting, and present the results to the Board Chair prior to the October meeting. It was also decided to continue administering the online Board Self Assessment 01 annually, after every October meeting.*

**Strategic Plan**

Peter McCornick presented a short report on the Strategic Plan. He reported that the present strategic plan ends in 2008, and a new one will be developed in 2008 i.e after the new DG is in place. The Science Council has noted that the present MTP 2007-2009 and the update next year for 2008-2010 cover periods beyond the present Strategic Plan. The existing Strategic Plan needs to be extended until the new one comes into force. To ensure that IWMI's MTPs are covered by a strategic plan, the existing one needs to be extended until 2010, and this could be extended with following addendum to the Strategic Plan setting out two major goals:

Objective 1: Consolidation of the advances made

- Completion of the CA
  - Addendum: The CA will be completed in 2007, and dissemination and outreach of the results are a priority for 2007 through 2009.
- Implementation of the CGIAR CPWF
  - Addendum: In 2007-2010, in addition to implementing the CPWF Phase 1, IWMI will actively participate in planning for and implementing CPWF Phase II.

The rest of the goals and objectives remain valid through 2010.

The Board noted that when implementing the new Strategic Plan the Management and Board should be on the same understanding and should have a consolidated idea.

**Recommendation**

***Extend the existing Strategic Plan with the above addendum up to 2008 or until a new one comes into force.***

**Performance Indicators**

Deborah Bossio, Research Director presented a summary on Performance Indicators for 2006. She presented an analysis of the output achievement, publications and outcomes. The key conclusions drawn from the analysis were as follows:

Indicator	CG ave 2005	IWMI 2005	IWMI 2006
Output targets achieved	87%	78%	90.2%
Peer reviewed per researcher	2.12	1.72	1.94
ISI pubs per researcher	0.82	0.67	0.69
% journal articles in ISI	NA	68.5%	75%
Pubs with national partners	46%	22.8%	33%

The Board noted that IWMI was below CG average in most indicators. The results were discussed. Clarification was sought from the Management in some of these areas. The Board stressed the need to ensure that IWMI does not fall below the line, as it would have serious monetary implications, and thus need to be above the line. To achieve this, there should be a stronger publication strategy and a considerable increase in the number of publications. The Board encouraged the Management to continue its efforts to improve the indicators.

The 2006 outcomes highlighted were as follows:

- Water User Associations Transform Canal Management in Central Asia
- Co-management of Electricity and Groundwater in Gujarat, India
- Urban Agriculture and Food Security (RUAF)
- Development Strategy for the Irrigation Sector of Sri Lanka 2006 -2016
- ITP Influence on the 2007 Union Budget

**Recommendation 27**

**Management to continue its efforts to improve the performance indicators.**

The following action points were recommended to the Board on the stakeholder survey:

1. IKG Head to develop an action oriented 'Partnership Strategy' for IWMI taking into account the outcomes of the Stakeholder Survey

2. IKG Head to initiate more in-depth analysis of the outcomes of the survey and include a reputation enhancement focus in the Partnership Strategy
3. Develop plans for strengthening in the areas of focus (transparency and regional focus) and in areas that were key strengths but still had lower ratings than other centers (staff quality, partnership, and communication)
4. Develop and maintain an up-to-date partnership database that is current and active
5. IWMI's Partnership Strategy to focus on continuing to develop and deepen relationships with its existing range of partners
6. Contact GlobeScan for additional information that might be helpful to IWMI in interpreting the results, and develop plans for improvement.
7. Take this into consideration as reinforcement of the EPMR conclusion that our research portfolio and communication of it, could benefit from more focus.

**Recommendation**

*The Board requested Management to prepare an analysis of 1-7 actions listed above and update the Board on the progress made at the next Board meeting.*

**FINANCIAL MATTERS:**

The Committee reviewed and discussed the Institute's draft Financial Report for 2006. The key highlight was the projected surplus which reduced from an estimated \$0.3m to an actual deficit of \$110 thousand, mainly due to the reduction in EU funding and unrestricted funding from the Ireland. The Committee suggested to include the original budget in the financial report to have a better understanding of the changes to the budget during the year. The Committee appreciated that Management has already taken measures, i.e. stoppage of unrestricted spending in the later part of 2006 other than for those absolutely necessary, in an effort to achieve the targeted surplus.

The EFC reviewed and discussed the Preliminary Financial Report for 2007 (as contained in EFC Document E4) and noted the EU Impact in 2007 will either result in surplus or deficit, reduction in Ireland Funding, the revised 2007 budget

includes reduction of operational costs, further reduction in pipeline will impact the proposed 2007 budget, as key highlights.

**Recommendation**

*The Committee recommends the Board to approve the proposed 2007 budget with \$1.1 million in reserves.*

The AC had reviewed and discussed the IAU report presented by John Fitzsimon. This included an update of the IAU, a status report on audits carried out for IWMI in 2006 and proposed amendments to the 2007 internal audit plan. John brought to the attention of the audit committee the good practice notes on "Anti-Corruption Strategy" and "Employee Whistleblowing." These two practice notes would be updated and renamed - the first to "Business Integrity Strategy" - following suggestions from other centers.

Sharat Kumar noted that for 2007 the management distilled 9 principal risks from the 11 risks reported in 2006. The risk likelihood of two risks viz. (1) non payment for restricted projects after completion and financing of work by IWMI, and (2) failure of IRSS has moved from low to medium. Margaret Catley-Carlson commented on the improvement the management has made on the risk management framework over the previous one. It was noted that this has to be further refined and management should come up with a few top key risks (4 to 5) and identify mitigates. For each key risk identified, the document should show names of the key people responsible for mitigation measures. The detailed risk assessment matrix, which accompanies the summary report, was developed in 2005 and used as a guide in 2007 to identify the principal risks and that the matrix framework will be updated regularly.

**Recommendation**

*The Committee recommends the adoption of report from the CGIAR Internal Audit and the amendments to the 2007 internal audit work plan by the Board.*

**Recommendation**

*The Committee recommends the adoption of the annual Risk Management Statement by the Board and that the management will identify a few key risks and a one pager will be submitted at the next meeting.*

**ALL RECOMMENDATIONS WERE APPROVED BY THE BOARD**