

Report of the Coordinating Group Virtual Meeting

Wednesday, 23 March 2016

14.00-15.30 CET

Purpose

This report summarizes the discussions held at the virtual meeting of the Coordinating Group. The report is organized based on the agenda items as follows:

- Preparing the agenda of the 35th Board meeting
- Cross-cutting items in Committee meetings in March
- Contents of CG report to the Board
- Process of handover to the new Committee Leadership.

Introduction

1. The Coordinating Group (“CG”) is composed of the Chairs and Vice-Chairs of the Board and its standing committees, including the Chair of the Transitional Governance Committee (“TGC”). The CG virtual meeting of 23 March 2016 was the eleventh in a series of regular CG meetings to take place following the appointment of the current Board Chair and Vice-Chair, and focused on open discussion around several key topics fundamental to the efficient and effective functioning of the CG in fulfilling its role under its Terms of Reference (“TORs”), with a particular emphasis on cross-cutting items covered by Committee meetings in March, handover process to new Committee Leadership, contents of the CG report to the Board, and preparations for the 35th Board meeting in Abidjan. Participants are listed in Annex 1.

Agenda item 1: Preparing the agenda of the 35th Board meeting

2. Rachel Orr (OBA) presented the structure of the agenda, which will be amended after receiving feedback from the Board members, and will be shared with the CG for final endorsement. The delay with circulating the agenda for feedback was due to delays in receiving necessary security information. Board members were pleased with the opportunity to receive security briefings during two conference calls held on 23 March.

3. The Chair of FOPC suggested including, in a pre-day session, an update on the portfolio optimization initiative, which was recently adopted by the FOPC, as this matter is likely to generate interest from the Board members.

4. The Chair of the Board enquired about security considerations during site visits and the availability of rooms at Sofitel. The Chief of Staff confirmed that the security intelligence received does not prevent

conducting site visits within Abidjan. The availability of rooms, however, remains an issue, and there might be a need to reduce the size of delegations or find other solutions (i.e. room sharing).

Agenda Item 2: Cross-cutting items in Committee meetings in March

5. The Chair of the FOPC thanked the Secretariat and the Board Leadership for having organized joint sessions during committee meetings in March, which allowed the FOPC members to be involved in discussions about allocation methodology and other cross-cutting matters. He added that joint sessions should not replace committee-specific discussions on risk where committees can discuss specific risks as related to their individual mandates. The FOPC has identified focal points for various topics, i.e. risk, procurement, market shaping strategy. It would be good if the focal points exchanged among themselves information on how they are dealing with certain risks. The Chair of the FOPC underlined the importance of getting joint views on how to report on risk to the Board.

6. The Chair of the AEC acknowledged the logistical difficulties in organizing the joint sessions, and recommended to schedule the joint sessions as the first ones in the morning. The timing of the joint session on risk was highlighted as problematic by other CG members as well, since this afternoon session interrupted committee deliberations on their specific agenda items. The AEC appreciated bringing in the new committee leadership, from both ethics and governance side, and finance side, and it was a possibility to bridge the gaps in handing over from the AEC to two new committees.

7. The Chair of the SIIC recognized advantages of having all three committees meet at the same time, to enrich the discussion on certain topics, with particular appreciation for the input on strategy and the allocation model. The key to success is being clear on the purpose for the joint sessions. Otherwise, this reminded of the “committee of a whole” with only time for prepared statements which reduced time for thoughtful back and forth dialogue about specific items. For example, the Chair of the SIIC noted that the SIIC discusses strategy and funding model implementation risks regularly based on risk assessments including the AEC’s considerations, and risk register. Therefore, it was not considered essential to some SIIC members to have all three committees meet together to discuss risk at a time when the SIIC was in the middle of a strategy making session with limited time. When organizing agendas for joint sessions we should make sure that we limit a “check the box” perception which, in this case, can reduce rather than increase attention to cross-cutting risk mitigation - which all agree is the intent. The CG members agreed that the joint session on risk should have had a clearer purpose statement or been better structured around a particular topic, on OIG findings, for example.

8. Overall, the Chair of the Board felt that the joint sessions offered a possibility to have a broader discussion on cross-cutting items than just within the limits of each specific committee. Such joint discussions also foster mutual trust within the Board. He encouraged to continue this practice, and to convey to the new committee leadership that they should discuss risk every committee meeting.

Agenda Item 3: Contents of the CG report to the Board

9. The Chair of the Board encouraged the Committee Leadership to share their own reflections for the CG report, even if these are bullet points, and not to rely overly on the OBA for drafting the CG report.

10. The CG members discussed the CG’s role in addressing cross-cutting matters. While the Chair of the AEC referred to the joint risk session which was not that successful and where some committee members were wondering why we are discussing risk jointly, he also noted that over the last two years the CG has become a much more meaningful forum to discuss matters and to perform follow-up work on behalf of the Board. The Chair of the SIIC referred to the SIIC leadership’s reflections on strategy and allocation - cross-cutting items – that were shared with the Board after the committee meetings in March, and suggested that these be referred to in the CG report. The Chair of the SIIC also agreed that the CG has been useful and has welcomed and stimulated dialogue. The CG report is a very appropriate vehicle through which the Board can get an

understanding on how well the committees have performed, what are their accomplishments, successes, as well as challenges, and how they have been coordinating among themselves.

11. The Chair of the Board enumerated the following topics for discussion in the CG report: Board composition, CCMs, Concept notes vs NSPs, gaps flagged by the latest OIG reports (CCMs, KPIs, strategy implementation, and performance in different countries), risks for a successful replenishment, transitioning countries (how to learn from their experience and how to integrate them in our governance structure). The CG should highlight items and challenging issues and make sure that the new committees discuss them.

12. The CG report will have to highlight key committee achievements, reflections on challenges faced, and priorities for the future. The positioning should be that not that all is “awesome” and not that all is “awful” but we should offer a balanced view on where we stand and what needs to be done. The report should provoke thinking and highlight challenging questions, so we can see how the Board constituencies receive it. It would be good to discuss the CG report at the Board meeting, instead of just sending it to the Board “for information”.

13. The CG report should also contain some reflections on the CG’s role going forward and any “unfinished business” that the current CG is handing over to the new CG. The Chair of the Board expressed his conviction that despite of or according to the modified TORs of the CG it will keep its coordinating function and that its role will not be less important than in the past two years.

Agenda Item 4: Process of handover to the new Committee Leadership

14. CG members discussed the possible outline and distribution modalities of a handover/end-of-term report. They agreed that a detailed version of a handover report will be submitted to the incoming Committee Leadership and that a high-level summary, i.e. end-of-term reflections will be part of the CG report to the Board.

15. The SIIC Leadership will circulate a detailed Chair’s Note to the Board after the last SIIC meeting, which will be a reference for a handover report. Incoming Committee leadership participated in the meeting as part of the handover process, which will continue up to and including at the Abidjan Board meeting. FOPC’s end-of-term report will include the management actions to improve the performance of the committee. FOPC’s leadership is working intensively with the incoming chairs in preparation to the next Board meeting. The AEC leadership has calls with the leadership of the two successor committees and suggests inviting them to Abidjan, so to complete the handover process in a face-to-face setting. The TGC will prepare its end-of-term report, which will include its opinions on the Board composition-related matters.

Action Items

01. Committee Leadership to provide high-level inputs in the CG report to the Board, including the TGC.
02. OBA will gather committee and MEC members’ feedback on the joint sessions and submit a consolidated feedback to the CG in early April.
03. The next CG in-person meeting(s) will take place in the margins of the 35th Board meeting in Abidjan.

Annex 1: Participation

Board Leadership

Norbert Hauser (Board Chair)
Aida Kurtovic (Board Vice-Chair)

Committee Leadership

Soltan Mammadov (FOPC Chair)
Michael Ruffner (FOPC Vice-Chair)
Graham Joscelyne (AEC Chair)
David Stevenson (SIIC Chair)
Anita Asiimwe (SIIC Vice-Chair)

Apologies

Claude Rubinowicz (AEC Vice-Chair)
Viorel Soltan (Chair of the Transitional Governance Committee)

Secretariat and Support

Marijke Wijnroks (Chief of Staff)
Sandra Irbe (Board Chair Advisor)
Damir Lalicic (Board Vice-Chair Advisor)
Raegan Boler (Senior Specialist, Office of Board Affairs)
Rachel Orr (Associate Specialist, Office of Board Affairs)