



CGIAR/Transition Meeting.2/CRP.2  
May 4, 2016

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Meeting of CGIAR Centers and Funders on the CGIAR System  
Rome, Italy  
May 2-4, 2016

**Draft CGIAR Partnership Framework (through Article 10)**

## **Introduction**

1. The Consultative Group on International Agricultural Research was established as a global partnership in 1971. After several reforms, in December 2009, a new framework of overarching principles was agreed between the centers and the funders to give rise to a reformed CGIAR as set forth in the CGIAR Joint Declaration. On April 29, 2010, the CGIAR Consortium was established as a joint venture between the 15 International Agricultural Research Centers supported by the Consultative Group on International Agricultural Research. On July 20, 2012, the CGIAR Consortium obtained international organization status pursuant to the agreement establishing the Consortium of International Agricultural Centers as an international organization (“International Organization Agreement”), and operated in accordance with the rules set forth in its constitution. In 2016, the Centers and Funders agreed to establish the CGIAR System Organization and to replace that constitution with this CGIAR System Charter, and henceforth for the CGIAR System to operate in accordance with this CGIAR System Charter agreed between the Funders and Centers.

2. The purpose of the CGIAR System is to establish a strong partnership between Funders and Centers to advance agricultural science and innovation to enable poor people, especially women, to better nourish their families, and improve productivity and resilience so they can share in economic growth and manage natural resources in the face of climate change and other challenges.

## **Status**

3. The CGIAR System Organization is an independent international organization with full international legal personality as may be necessary for the exercise of its functions and powers, and the fulfilment of its purposes, including without prejudice to the generality of the foregoing, the legal capacity:

- a) to enter into treaties, agreements and contracts;
- b) to acquire and dispose of movable and immovable property; and
- c) to institute and respond to legal proceedings.

## **Definitions**

4. In this CGIAR Framework Document, unless the context otherwise requires:

- a) “Active Observers” means those entities identified in Articles [x] and which have the right to participate in deliberations of the System Council and the System Management Board, respectively, and to propose agenda items and make presentations for such deliberations.
- b) “Centers” means those independent research organizations that are CGIAR Research Centers contributing knowledge, technical expertise, and resources in support of the CGIAR Strategy and Results Framework. Currently, the following 15 research organizations are recognized as CGIAR Research Centers: AfricaRice, Bioversity International, Center for International Forestry Research (CIFOR), International Center for Agricultural Research in the Dry Areas (ICARDA), International Center for Tropical Agriculture (CIAT), International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), International Food Policy Research Institute (IFPRI), International Institute of Tropical Agriculture (IITA), International Livestock Research Institute (ILRI), International Maize and Wheat Improvement Center (CIMMYT), International Potato

Center (CIP), International Rice Research Institute (IRRI), International Water Management Institute (IWMI), World Agroforestry Centre (ICRAF) and WorldFish.

- c) “Centers Consultative Group” means the group of representatives of the Centers that will ensure regular and effective operational coordination and serve as a channel for Center input into policies and processes of the System Organization.
- d) [“CGIAR portfolio” means the CGIAR Research that is funded by the CGIAR Trust Fund;]
- e) “CGIAR Research” means the research carried out by the Centers and the CGIAR System Partners in support of the CGIAR Strategy and Results Framework;
- f) “CGIAR Strategy and Results Framework” means a document setting forth the common goals, strategic objectives and results to be achieved by the CGIAR System.
- g) “CGIAR System” means, when taken together as a collective whole, a reference to the Centers, the Funders, the System Council, the System Organization, the advisory and consultative bodies as set forth in Article [3.2], and CGIAR Research.
- h) “CGIAR System Organization” or “System Organization” means the international organization governed by this CGIAR System Charter, with its organs being the System Management Board and System Management Office.
- i) “CGIAR System Partners” means all organizations external to the CGIAR System that contribute to, or support the delivery of, the CGIAR Strategy and Results Framework. They include national agricultural research and extension systems, universities and advanced research institutes, policy bodies, global and regional fora, intergovernmental organizations, non-government organizations, private-sector companies, farmers/producers and consumers.
- j) “CGIAR Trust Fund” means the trust fund(s) established by the trustee for contributions from Funders to provide funding for the activities of the System Organization [, Centers Consultative Group] and for CGIAR Research.
- k) “Funders” means those entities that contribute funding to Centers in support of the CGIAR Strategy and Results Framework, the activities of the CGIAR System Organization [or the Centers Consultative Group]<sup>1</sup> either through the CGIAR Trust Fund or through bilateral contributions.
- l) “Independent Evaluation Arrangement” or “IEA” means the arrangement referred to in Article [14] in this CGIAR System Charter to provide advisory services. The IEA is functionally independent from the System Management Office and the organization hosting the IEA Secretariat.
- m) “Independent Science and Partnership Council” or “ISPC” means the advisory body referred to in Article 13 of this CGIAR System Charter. The ISPC is functionally independent from the System Management Office and the organization hosting the ISPC Secretariat.

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<sup>1</sup> It has been proposed by the Centers that resources should be provided from the CGIAR Trust Fund to defray the cost of the Centers Consultative Group.

- n) “Partnership Forum” means a forum for the CGIAR System and CGIAR System Partners to discuss and exchange views about the CGIAR System and the CGIAR Strategy and Results Framework with the functions set forth in Article [10] in this CGIAR System Charter.
- o) “System Council” means the strategic body addressed in Articles 3-8 that keeps under review the strategy, mission and impact and continued relevancy of the System.
- p) “System Management Board” means the decision-making body of the System Organization.
- q) “System Management Office” means the office that supports the System Management Board and System Council and facilitates collaboration within the CGIAR System in fulfilling the mission and goals of the CGIAR Strategy and Results Framework.

## Article 1. Guiding Principles

5. The Guiding Principles of the CGIAR System are set forth in the annex to this CGIAR Partnership Framework and are intended to guide the development of policies, procedures, guidelines and operations of the CGIAR System.

## Article 2. Structure of the CGIAR System

### Structure of the CGIAR System

6. The CGIAR System would have the following structure:
- a) The **Centers** are independent and autonomous organizations with their own governance structures, which focus on effective conduct, delivery and impact of the CGIAR research for development when working with CGIAR System Partners within the CGIAR Strategy and Results Framework. The Centers deliver innovative research outcomes within the CGIAR Strategy and Results Framework based on resources provided by the Funders, within the institutional architecture for international development including the Sustainable Development Goals.
  - b) The **Funders** provide guidance and financial resources for CGIAR Research. Representatives of funders and developing countries shall meet at least twice a year as a **System Council** to keep under review the strategy, mission and impact and continued relevancy of the System in a rapidly changing landscape of agricultural research for development.
  - c) The governing and administrative bodies of the **System Organization** are the **System Management Board** and the **System Management Office**, respectively. The System Organization facilitates and oversees effective and efficient development and implementation of the CGIAR Strategy and Results Framework. The System Organization enters into agreements with the Trustee, Funders and Centers for funding CGIAR Research.
  - d) The System Organization, the System Council, Centers and Funders benefit from the advice of the following:
    - i. Independent Evaluation Arrangement
    - ii. Independent Science and Partnership Council
    - iii. internal audit function<sup>2</sup>.

## Article 3. Composition of the System Council

7. The System Council shall consist of:
- a) Up to **twenty voting members** as follows:
    - i. up to fifteen representatives of Funders; and

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<sup>2</sup> The terms of reference for the internal audit function will be approved by the System Management Board and the System Council.

- ii. five developing country representatives that are either Funders, or countries hosting a Center, or countries with significant national agricultural systems.
- b) **Four ex-officio non-voting members** as follows:
- i. the Chair of the System Council;
  - ii. the Co-Chair of the System Council;
  - iii. the Chair of the System Management Board; and
  - iv. the Executive Director of the System Management Office.
8. The following have the right to participate as Active Observers at System Council meetings:
- a) **Two Center representatives to be appointed by the System Management Board.**
  - b) [One representative from the host country of the System Organization.]<sup>3</sup>
  - c) **One representative from each of the following entities**, provided that if any such entity is a voting member or an alternate of the System Council such entity may not also participate as an Active Observer in the System Council:
    - i. Food and Agriculture Organization of the United Nations;
    - ii. [Global Forum on Agricultural Research;]
    - iii. International Fund for Agricultural Development; and
    - iv. World Bank.
  - d) **One representative from each of the following advisory bodies:**
    - i. IEA; and
    - ii. ISPC.
9. The following will be invited to attend the System Council meetings:
- i. the trustee of the CGIAR Trust Fund.
10. Each voting member and each Active Observer may appoint an alternate that may attend System Council meetings and, if necessary, serve in their stead.
11. All System Council members and Active Observers shall act in good faith in the interests of the CGIAR System and shall act according to the System Council's policy on ethics and conflicts of interest.

#### **Article 4. Appointment of System Council voting members and alternates**

12. Every three years each of the two categories of voting members set forth in Article [3.1.a] shall consult and agree upon their constituencies, which may be comprised of one or more governments or organizations, and inform the System Management Office of their. For purposes of the inaugural System

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<sup>3</sup> While the Bogor decision did not provide for this Active Observer, during high-level consultations with the host country on the amendments to the treaty, it was requested that its representative be able to participate in System Council deliberations as an Active Observer.

Council, the Funders have agreed on the eligibility criteria for selecting its System Council members and alternates as set forth in Annex B in this CGIAR Partnership Framework.

13. Each constituency shall agree upon its process have its own process to select its voting member and alternate taking into consideration the desirability of ensuring diversity, including gender, at the System Council level[, and shall inform the System Management Office of the name and contact information of its voting member and alternate for public information]<sup>4</sup>. Each constituency shall decide upon the rules and procedures that will guide how the members of the constituency will relate to each other.

14. System Council voting members and their alternates shall serve as representatives of their [constituencies] [respective governments or organizations].<sup>5</sup>

15. A vacancy resulting from death, resignation or any other reason shall be filled in the same manner in which the original holder of the position was appointed or selected.

16. Each [constituency] [government or organization] shall endeavour to ensure that its member, or alternate member in the absence of the member, possesses the appropriate delegation of authority to take decisions on behalf of the [constituency] [government or organization] on matters before the System Council. System Council members shall not be required to take decisions or actions that conflict with the governing instruments and official rules of the entities they represent.

#### **Article 5. System Council Chair and Co-Chair**

17. The System Council will appoint a Chair who will serve four year terms. The World Bank has a standing invitation to nominate a senior manager in a substantive area related to the work of the CGIAR System to serve as Chair [and has accepted to nominate the inaugural Chair]<sup>6</sup>. If the World Bank declines this invitation [for a future term], the Chair will be elected by the System Council.

18. Each meeting will appoint will appoint a Co-Chair from among its members.

19. The Chair and Co-Chair shall act in an impartial manner.

20. In cases where the Chair or Co-Chair is selected from among the then-current System Council voting members or their alternates, the respective [constituencies] [governments or organizations] represented by such person shall appoint a new System Council member or alternate, as the case may be, to fulfill the functions of the System Council member or alternate.

21. The System Council will approve terms of reference for the Chair and Co-Chair.

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<sup>4</sup> It has been proposed that constituencies need not identify a named member and alternate but rather that a Funder should be able to decide its representative as its chooses. On the other hand, this could cause serious administrative difficulties in communicating with members, alternates and other constituency members. Normally, rules of procedure would provide for flexibility for members or alternates to name replacements in circumstances where they are unable to attend a meeting or fulfill one of the member functions.

<sup>5</sup> Further discussion is needed to clarify whether a member or alternate represents a constituency (which may be comprised of a single government or organization) or the government or organization that appoints the member.

<sup>6</sup> It is expected that the World Bank will inform the May 2016 meeting of Centers and Funders whether it accepts the invitation to nominate the first Chair of the System Council.

## **Article 6. Functions of the System Council**

22. The functions of the System Council would be:

### ***Vision, strategic direction and advocacy***

- a) review and approve each CGIAR Strategy and Results Framework, and undertake the following related activities:
  - i. initiate foresight studies on ongoing trends, opportunities and risks in science and agricultural research and in their potential to contribute to the CGIAR's overall development goals;
  - ii. initiate and approve a process for the development of the CGIAR Strategy and Results Framework;
  - iii. review and approve strategic priorities, taking into account the advice of ISPC and the recommendations of the System Management Board on prioritization;
- b) approve proposals and indicative funding within the CGIAR Strategy and Results Framework submitted by the System Management Board;
- c) promote a greater recognition of the role of food, nutrition, agriculture and the management of natural resources in sustainable development in international political fora, and in particular the role of agricultural research in achieving these goals;
- d) support and guide the CGIAR System's contribution to the United Nations Sustainable Development Goals, and other relevant global initiatives;

### ***Governance***

- e) provide input into the selection of the Executive Director through review and endorsement of the terms of reference for the process;
- f) select the Chair and members of the ISPC, taking into account recommendations submitted by a search committee, request the organization hosting the ISPC secretariat to enter into appropriate contractual arrangements with the ISPC Chair and members in accordance with the ISPC terms of reference and the hosting agreement, and ensure a process for conducting annual performance reviews;
- g) select the head of IEA, taking into account recommendations submitted by a search committee, request the organization hosting the IEA to enter into appropriate contractual arrangements with the head of IEA in accordance with the IEA terms of reference and the hosting agreement, and ensure a process for conducting annual performance reviews;
- h) provide input into the process for selecting the internal audit [officer];
- i) identify and approve strategic, system-wide policies that are critical to maintaining the reputation of the CGIAR System;

### ***Partnership engagement and resource mobilization***

- j) consider deliberations of the Partnership Fora for enhancing the overall effectiveness and efficiency of the CGIAR System;
- k) monitor financial resources to support the implementation of each CGIAR Strategy and Results Framework;
- l) to the extent possible, provide timely information on budgetary outlook and anticipated changes in funding levels for the Trust Fund;



### ***Financial and programmatic performance***

- m) approve, taking into account advice from the ISPC and proposals from the System Management Board, guidelines and criteria for prioritization and for annual allocation of funds across CGIAR Research based on strategic priorities and performance;
- n) endorse on an annual basis work programs and financing plans for CGIAR Research;
- o) approve allocation of unrestricted funding from the CGIAR Trust Fund, taking into account advice from the ISPC and proposals from the System Management Board;
- p) approve annual work programs and budgets for the advisory bodies and the Trustee;
- q) approve the performance management system and risk management framework;
- r) review the annual portfolio analysis and program reports on CGIAR Research, and provide strategic guidance to the System Management Board on portfolio balance;
- s) review an annual report on external relations and outreach by the System Organization;
- t) approve strategic action to ensure results and continued relevancy of agricultural research for development, taking into consideration input from the Centers;
- u) approve a CGIAR system-wide format for, and periodicity of, financial reporting for CGIAR Research that accords with internationally recognized financial reporting standards, taking into account Funders' perspectives;
- v) review the consolidated system-level annual financial and programmatic reports on CGIAR Research submitted by the System Management Board and provide feedback to the System Management Board;
- w) review information on corrective actions taken by the System Management Board under funding agreements with Centers;

### ***Evaluations and Assessment***

- x) in consultation with the System Management Board, work toward cost-effectiveness and complementarity in the overall system of evaluations and reviews at all levels;
- y) approve, in consultation with the System Management Board, a cost-effective, multi-year evaluation plan proposed by IEA covering evaluation at the system-level of CGIAR Research and the structures and functions of the System Organization;
- z) endorse plans coordinated by the System Management Board with input from IEA to periodically commission governance and management reviews of Centers to complement the evaluations of CGIAR Research;
- aa) commission through the IEA periodic (8 to 10 years) independent evaluations of the effectiveness of the CGIAR System to deliver on CGIAR's vision and mission, and after considering the results of the evaluation, recommend strategic follow-up action;
- bb) approve plans, proposed by the ISPC after consultation with the System Management Board, for ex-post impact assessment of CGIAR Research including a financing plan.

23. The System Council and the System Management Board would be jointly responsible for approving amendments to the CGIAR Partnership Framework upon the agreement of at least:

- a) Two-thirds of the Centers; and
- b) a majority of the System Council members.]

## **Article 7. System Council operations**

### **Meetings**

24. The System Council shall meet as often as necessary, but not less than twice per year in ordinary session. The rules of procedure shall provide for the location and arrangements for the conduct of meetings, including the convening of extraordinary meetings.

25. System Council meetings may be held face-to-face, by video or audio-conference or any other electronic communication medium that allows System Council members to follow and contribute to discussions as they occur in real time.

26. The System Council may conduct business only when the following are present:

- a) a majority of its voting members;
- b) voting members representing a majority of the contributions from Funders calculated in the manner approved by the System Council from time to time after consultation with the Funders; and
- c) the System Council Chair or Co-Chair.

### **Decision-making during a meeting**

27. The System Council shall use best efforts to make all decisions by consensus. The Chair shall ascertain a consensus. For purposes of this CGIAR Partnership Framework, consensus is a procedure for adopting a decision when no voting member in the decision-making process blocks a proposed decision. It does not necessarily imply unanimity. A dissenting voting member, who does not wish to block a decision, may state an objection or reservation by attaching a statement or note to the decision.

28. If all practical efforts by the System Council have not led to consensus, a vote may be called by:

- a) any voting member of the System Council seconded by another voting member of the System Council; or
- b) whomever of the Chair or Co-Chair is acting as the chair of the particular session.

29. The Chair shall determine, after consultation with the Council, the timing for a vote. In circumstances where a vote is taken, decisions require an affirmative vote representing both:

- a) a two-thirds majority of those System Council voting members present; and
- b) a two-thirds majority of the contributions from Funders. Each member shall cast the votes of the Funder(s) he/she represents. A member of the System Council appointed by a group of Funders may cast separately the votes of each Funder in the constituency he/she represents. For the purpose of voting power, the contributions shall be determined in accordance with the same weighted values and time period used for the determination of eligibility for the voting seats on the System Council.

30. All decisions of the System Council shall be recorded in a summary of the System Council meetings approved by the System Council, communicated, published and retained in the permanent records of the System Organization.

### **Decision-Making without a meeting**

31. In the circumstances set forth in the rules of procedure, the System Council may be requested to approve a decision by electronic means using a no objection procedure in lieu of a meeting. System Council members and Active Observers shall be provided with sufficient background materials and a proposed decision text in such requests. Active Observers shall be able to provide to the System Council their concerns on such decision within seven (7) calendar days following receipt of the background materials and proposed decision text. System Council members shall be provided with no less than fourteen (14) calendar days to state an objection. Should an objection be received from any System Council member and not retracted before the deadline for objections, the decision shall not be considered approved. A decision that is not approved can be revised and resubmitted for consideration by the System Council, at a meeting or electronically, at the decision of the Chair.

### **Closed sessions**

32. Notwithstanding Article [7.3], at the determination of the Chair, the System Council may conduct business in a closed (executive) session where the voting members and ex-officio non-voting members may be present unless the Chair decides otherwise. Active Observers may be invited to attend the closed session unless the Chair decides otherwise. The Chair may invite others to attend as appropriate in the circumstances. The outcomes of a closed session shall be made public in open plenary if a decision is taken that has a material impact on the CGIAR System.

### **Article 8. System Council Committees**

33. The System Council may establish committees of the System Council, and other ad-hoc working groups and task teams, as it deems appropriate to carry out the work of the System Council.

34. The System Council shall have the following standing committees:

- a) an **Audit and Risk Committee**, the purpose of which shall be to provide the System Council with independent assurance of adequate internal audit capacity, system-wide governance, risk management and internal controls; and
- b) a **Strategic Impact, Monitoring and Evaluation Committee**, the purpose of which shall be to assist the System Council in review of research program evaluations, oversight of the strategic direction of the System Organization and efficiency, effectiveness and impact of the CGIAR Research according to a robust and rigorous results based management framework.

35. Committees and other ad-hoc working groups and task teams shall have such authorities as delegated to each of them by the System Council and set forth in their terms of reference. The terms of reference for all committees, working groups and task teams shall include the process for appointment of committee members, including the appointment of qualified individuals or representatives other than voting members or their alternates, and attendance at meetings. Such terms of reference shall be reviewed every three years, as applicable.

## **Article 9. Composition of the System Management Board**

36. The **System Management Board** would comprise the following nine voting members, and the Executive Director of the System Organization who serves as an ex-officio non-voting member:

- a) 7 Center Board Chairs or Center Board members or DGs; and
- b) 2 independent members, one of which would be the Chair.

37. The Centers will agree upon a process and criteria for the selection of voting members. The Board will include at least one expert in organizational management and one expert in financial management.

38. The following will be invited as Active Observers at System Management Board meetings:

- a) 1 CRP leader;
- b) 2 voting members from the System Council;
- c) ISPC; and
- d) IEA.

39. The following will be invited to attend the System Management Board meetings:

- a) the Trustee of the CGIAR Trust Fund.

40. All System Management Board members and Active Observers shall act in good faith in the interests of the CGIAR System and shall act according to the System Management Board's policy on ethics and conflicts of interest.

**[A process for the establishment of the System Management Board has begun. The Centers will request a representative of the Funders on its nomination committee.]**

## **Article 10. Functions of the System Management Board**

41. The management and oversight functions of the System Management Board would be:

### ***CGIAR Strategy and Results Framework***

- a) recommend process for and oversee the development of each CGIAR Strategy and Results Framework approved by the System Council that reflects knowledge from the CGIAR System and involves participatory processes of national, regional and global partners; contribute to foresight activities led by ISPC on ongoing trends and risks in science and in the field of agricultural research for development;
- b) submit the proposed CGIAR Strategy and Results Framework to the System Council for approval;

### ***Governance***

- c) appoint the Executive Director, in accordance with a process to be agreed with the System Council, and ensure a process for conducting annual performance reviews;
- d) establish committees as necessary and appoint the members of such committees;

- e) recommend to the System Council for approval strategic, system-wide policies that are critical to maintaining the reputation of the CGIAR System;
- f) adopt, and monitor compliance with, all necessary system-wide policies, procedures, guidelines and research standards for CGIAR Research, including those referred to in subparagraph (z) above, and take appropriate corrective action when required;
- g) approve and oversee a dispute resolution mechanism;
- h) recommend a proposal to the System Council for a risk management framework for the System Organization (including financial, reputational, legal, regulatory, operational and strategic risks) and escalation procedures;
- i) approve hosting agreements for ISPC and IEA;

***Partnership engagement, resource mobilization and advocacy***

- j) strategically promote the mission, reputation and activities of the CGIAR System;
- k) promote the active engagement of and collaboration with CGIAR System Partners in the delivery of each CGIAR Strategy and Results Framework;
- l) convene, set objectives for and consider outcomes from partnership meetings organized by the CGIAR System;
- m) monitor provision of funding for the CGIAR System and the financial status of the CGIAR Trust Fund based on information from the Trustee;
- n) oversee the development and implementation of proposals for resource mobilization and strategic expansion of funding at the system level, including innovative financing approaches and mechanisms to stabilize flow of funds;
- o) promote adequate and sustainable investment in international research on food, agriculture and the management of natural resources;
- p) support and guide the CGIAR System's contribution to the United Nations Sustainable Development Goals, and other relevant global initiatives;

***Financial and programmatic performance***

- q) recommend to the System Council a portfolio of proposals and indicative funding requirements for CGIAR research;
- r) recommend to the System Council guidelines and criteria for prioritization and for annual allocation of funds across CGIAR Research based on strategic priorities and performance;
- s) review on an annual basis work programs and financing plans for CGIAR Research and submit to System Council for endorsement;
- t) review the annual portfolio analysis, annual reports from CGIAR Research and external relations and outreach activities of the CGIAR Research, prepared by the System Administrative Office, and annual reports from CGIAR Research, and propose strategic actions to ensure results and continued relevancy to System Council, and approve them, taking in account feedback from the System Council;
- u) recommend to the System Council the allocation of unrestricted funding from the CGIAR Trust Fund;
- v) oversee the implementation of CGIAR Research in accordance with the performance management system and risk management framework;
- w) oversee the use of unrestricted funding and research program-specific funding from the CGIAR Trust Fund for the implementation of CGIAR Research in accordance with the performance management system and risk management framework;

- x) ensure corrective action is taken according to the risk matrix in accordance with the funding agreements with Centers and the risk management framework and inform the System Council accordingly;
- y) recommend a proposal to the System Council for a performance management system for CGIAR Research developed by the System Management Office in coordination with other system entities;
- z) approve system-wide shared services that enhance effectiveness and efficiency;
- aa) approve the annual work plan and budget of the System Organization, including identification of services and associated costs requested by the System Council;
- bb) recommend for approval by System Council a CGIAR system-wide format for, and periodicity of, financial reporting for CGIAR Research that accords with internationally recognized financial reporting standards, taking into account funder perspectives;
- cc) select and approve the System Organization's independent external auditor;
- dd) review and submit to the System Council the System Organization annual audited financial statements;
- ee) review and submit to the System Council the consolidated system-level annual financial and programmatic reports on CGIAR Research, and taking into account feedback from the System Council, approve the reports;

#### ***Monitoring and evaluation***

- ff) in consultation with the System Council work towards cost-effectiveness and complementarity in the overall system of evaluations and reviews at all levels;
- gg) coordinate with Center Boards plans to periodically commission external reviews of Center research, governance and management of Centers to complement the evaluations of CGIAR Research.