



CGIAR/Transition Meeting.2/CRP.1
May 3, 2016

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

Revised Articles of the CGIAR Partnership Framework

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 *Definitions still need to be reviewed*****

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

- a) “Active Observers” means those entities identified in Article 3.2 and which have the right to participate in deliberations of the System Council and to propose agenda items and make presentations for System Council 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 Research” means the research programs, platforms, initiatives and any other research activities [, which are system-wide,] carried out by the Centers and CGIAR System Partners [in support of] [addressing] the CGIAR Strategy and Results Framework, [which are funded through the CGIAR Trust Fund].¹]
- e) “CGIAR Strategy and Results Framework” means a document setting forth the common goals, strategic objectives and results to be achieved by the CGIAR System.
- f) “CGIAR System” means, when taken together as a collective whole, a reference to the Centers, the Funders, the System Organization, the advisory and consultative bodies as set forth in Article 3.2, and CGIAR Research.
- g) “CGIAR System Organization” or “System Organization” means the international organization governed by this CGIAR System Charter, with its organs being the System Council and System Administrative Office.
- h) “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.
- i) “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.
- j) “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]² either through the CGIAR Trust Fund [or through bilateral contributions].

¹ An essential matter requiring further discussion and elaboration is the scope of the CGIAR System. As noted in paragraph 7(b) of the Co-Chairs Summary of the Meeting of CGIAR Centers and Contributors, Washington, D.C., February 8-9, 2016, “The boundaries of the “System” needs to be clearly defined, and there are different views that need further discussion. One emerging view is that the SRF defines the system. Activities conducted by the CGIAR Centers and partners in direct execution of the SRF should be considered within the system while those activities of the Centers that are conducted outside the SRF would not be included in the system, although some have proposed that it would be useful for the System Council to be kept informed of such activities. A number of contributors indicated their expectation that the System Council will have an overview of the entire system and not just programs and activities financed through the CGIAR Trust Fund. They consider this to be an important shift in perspective that needs to be taken into account in the new system.”

² 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.

- k) “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 Administrative Office and the organization hosting the IEA Secretariat.
- l) “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 Administrative Office and the organization hosting the ISPC Secretariat.
- m) “Internal Audit Arrangement” or “IAA” means the arrangement referred to in Article 15 of this CGIAR System Charter to provide independent and objective assurance and advisory services.
- 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 decision-making body of the System Organization.
- p) “System Administrative Office” means the office that supports the 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 System's 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 once 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 Administrative Office**, respectively. The System Organization facilitates and oversees effective and efficient development and implementation of the CGIAR Strategy and Results Framework.
- d) The System Organization, the System Council, Centers and Funders benefit from the advice of the following:
 - i. [Internal Audit Arrangement]³
 - ii. Independent Evaluation Arrangement
 - iii. Independent Science and Partnership Council.

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

³ Pending outcome of working group.

- 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 Vice-Chair of the System Council;]⁴
 - iii. the Chair of the System Management Board; and
 - iv. the Executive Director of the System Administrative Office.
8. The following have the right to participate as Active Observers at System Council meetings:
- a) **Two representatives to be appointed by the System Management Board.**
 - b) **[One representative from the host country of the System Organization.]⁵**
 - 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]⁶;
 - ii. Global Forum on Agricultural Research;
 - iii. International Fund for Agricultural Development;
 - 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. [IAA]; and
 - ii. The trustee of the CGIAR Trust Fund.
10. Each voting member [and each Active Observer]⁷ 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.

⁴ It has been proposed that the System Council elect a Vice-Chair, even though this was not foreseen in the Bogor decision.

⁵ 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.

⁶ While this is consistent with the Bogor decision, FAO has requested that it be able to participate in System Council deliberations as a voting member.

⁷ The Centers have proposed that if their request for four Active Observer representatives (see Article 3.2.a) is not agreed, alternates may be provided for each Active Observer, including the Centers.

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 determine its process for forming constituencies, which may be comprised of one or more governments or organizations, and deposit that process with the System Administrative Office for public information. For purposes of the inaugural System 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 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 Administrative Office of the name and contact information of its voting member and alternate for public information]⁸.

14. System Council voting members and their alternates shall serve as representatives of their [constituencies] [respective governments or organizations].⁹

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 Vice-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][¹⁰]. If the World Bank declines this invitation [for a future term], the Chair will be elected by the System Council.

18. [The System Council will appoint, in accordance with a process approved by the System Council, a Vice Chair from either a constituency on the System Council who will serve three-year terms.]¹¹

⁸ 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 it 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.

⁹ 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.

¹⁰ 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.

¹¹ As noted with respect to Article 3.1.b.2, it has been proposed that the System Council elect a Vice-Chair. Such a Vice-Chair could be elected for a term from amongst the System Council members or alternates, although

19. The Chair [and Vice-Chair] shall act in an impartial manner.
20. In cases where the Chair [or Vice-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 Vice Chair].

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 exercises on ongoing trends and risks in science and in the field of agricultural research for development;
 - ii. initiate and approve a multi-stakeholder process that reflects knowledge from the CGIAR entities and research programs and involves participatory processes of national and regional partners for development of each 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 for CGIAR Research¹² within the framework of SRF submitted by the System Management Board;
- c) promote a greater recognition of the role of food, agriculture and the management of natural resources in sustainable development in international political fora;
- d) promote adequate and sustainable investment in international research on food, agriculture and the management of natural resources;
- e) support and guide the CGIAR System's contribution to the United Nations Sustainable Development Goals;

Governance

- f) provide input into the selection of the Executive Director, based on a process to be agreed with the System Management Board;
- g) 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

consideration could also be given to electing an independent person. Alternatively, it has been proposed that the current practice of the Fund Council, which is to elect a Vice-Chair for the duration of a meeting, from amongst the Council members, could be followed.

¹² ["CGIAR Research" means the research programs, platforms, initiatives and any other research activities [, which are system-wide.] carried out by the Centers and CGIAR System Partners [in support of] [addressing] the CGIAR Strategy and Results Framework, [which are funded through the CGIAR Trust Fund].]

- the ISPC terms of reference and the hosting agreement, and ensure a process for conducting annual performance reviews;
- h) 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;
 - i) [IAA – to be determined]
 - j) review and provide input to a risk management framework for the System Organization (including financial, reputational, legal, regulatory, operational and strategic risks), escalation procedures and the performance management system before its adoption by the System Management Board;

Partnership engagement and resource mobilization

- k) consider deliberations of the Partnership Fora¹³ and recommendations from the Centers and Funders meeting referred to in [Article 11] of the CGIAR Framework Document for enhancing the overall effectiveness and efficiency of the CGIAR System;
- l) encourage existing and potential donors to increase support to CGIAR Research through both traditional and innovative approaches;
- m) keep under review financial resources to support the implementation of each CGIAR Strategy and Results Framework;
- n) endeavor to provide timely information on budgetary outlook and anticipated changes in funding levels for the Trust Fund;

Financial and programmatic performance

- o) 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;
- p) endorse on an annual basis work programs and financing plans for CGIAR Research;
- q) approve allocation of Window 1 funding, taking into account advice from the ISPC and proposals from the System Management Board;
- r) approve annual work programs and budgets of the advisory bodies and the Trustee;
- s) review the annual portfolio analysis and provide strategic guidance to the System Management Board on portfolio balance and to the program reports on CGIAR Research submitted by the System Management Board, and the extent possible projected funding;
- t) approve strategic action to ensure results and continued relevancy of agricultural research for development, taking into consideration input from the Centers;
- u) [establish criteria for impact assessments;]
- v) review the consolidated system-level annual financial and programmatic reports on CGIAR Research submitted by the System Management Board;
- w) [review information on corrective actions taken by the System Management Board under funding agreements with Centers;]

Evaluations

- x) [Review a multi-year evaluation framework for CGIAR Research [new language to be proposed by working group] prior to its approval by the System Management Board;] and

¹³ “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.

- y) commission periodic 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.

23. [The [Centers and donors] [System Council] would be responsible for approving amendments to the CGIAR Partnership Framework upon the agreement of at least:

- a) three-quarters (currently 12) 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 once 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[, including not less than three of the voting members representing the developing countries]¹⁴;
- 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 Vice-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 Framework Document, 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 Vice Chair is acting as the chair of the particular session].

¹⁴ It has been proposed that the majority of voting members should be sufficient for a quorum.

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][three-quarters] majority of those System Council voting members present; and
- b) a [two-thirds] [three-quarters] 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 Committee**, the purpose of which shall be to assist the System Council to fulfill its oversight responsibilities in relation to external financial reporting, internal control and compliance framework, including the appointment, oversight and remuneration of the external auditor; and]

- b) [a **Strategic Impact 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 eight voting members, and the Executive Director of the System Organization who serves as an ex-officio non-voting member:

- a) 5 Center Board Chairs or Center Board members or DGs;
- b) 2 independent members, one of which would be the Chair; and
- c) 1 CRP leader.

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) [2] voting members from the System Council¹⁵;
- b) ISPC; and
- c) IEA.

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

- a) [IAA]; and
- b) the Trustee of the CGIAR Trust Fund.

Article 10. Functions of the System Management Board

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

Development of the CGIAR Strategy and Results Framework

- a) oversee the development of each CGIAR Strategy and Results Framework in accordance with a multi-stakeholder process approved by the System Council that reflects knowledge from the

¹⁵ It has been proposed that funders should be voting members of the System Management Board instead of active observers.

CGIAR entities and research programs and involves participatory processes of national and regional partners;

- b) contribute to foresight activities led by ISPC on ongoing trends and risks in science and in the field of agricultural research for development;
- c) submit the proposed CGIAR Strategy and Results Framework to the System Council for approval;

Partnership engagement, resource mobilization and advocacy

- d) strategically promote the mission, reputation and activities of the CGIAR System;
- e) promote the active engagement of and collaboration with CGIAR System Partners in the delivery of each CGIAR Strategy and Results Framework;
- f) convene, set objectives for and consider outcomes from partnership meetings organized by the CGIAR System;
- g) monitor provision of funding for the CGIAR System and keep under review the financial status of the CGIAR Trust Fund based on reports from the Trustee;
- h) develop and implement proposals for resource mobilization and strategic expansion of funding at the system level, including innovative financing approaches and mechanisms to stabilize flow of funds;

Financial and programmatic performance

- i) recommend to the System Council a portfolio of proposals and indicative funding requirements for CGIAR research;
- j) propose guidelines and criteria for prioritization and for annual allocation of funds across CGIAR Research based on strategic priorities and performance;
- k) review on an annual basis work programs and financing plans for CGIAR Research and submit to System Council for endorsement;
- l) propose allocation of Window 1 funding;
- m) oversee the implementation of CGIAR Research and the use of funding from the CGIAR Trust Fund in accordance with the performance management system and risk management framework;
- n) take corrective actions in accordance with the funding agreements with Centers and the risk management framework and inform the System Council accordingly;
- o) review and recommend a proposal for a performance management system for CGIAR Research developed by the System Administrative Office in coordination with other system entities;
- p) develop and approve system-wide shared services that enhance effectiveness and efficiency;
- q) approve the annual work plan and budget of the System Organization, including identification of services and costs requested by the System Council;
- r) 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 funder perspectives;
- s) select and approve the System Organization independent external auditor;
- t) review and submit to the System Council the System Organization annual audited financial statements;
- u) review and submit to the System Council the consolidated system-level annual financial and programmatic reports on CGIAR Research and annual financial and programmatic reports of each CGIAR Research program;

Governance and compliance

- v) 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;
- w) establish committees as necessary and appoint the members of such committees;
- x) [IAA]
- y) ensure a process for conducting annual financial and programmatic performance reviews;
- z) approve and supervise compliance with any necessary system-wide policies, procedures, guidelines and research standards for CGIAR Research, recognizing the Centers' own governance structures;
- aa) approve and oversee a risk management framework for the System Organization, escalation procedures and the performance management system;
- bb) enter into hosting agreements for ISPC and IEA;

Reporting, monitoring and evaluation

- cc) review the annual portfolio analysis 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;
- dd) approve, taking into account input from the System Council, a multi-year evaluation framework for CGIAR Research [new language to be proposed by working group].