

## Considering the way forward for the System Management Board's 7 adhoc Working Groups

### Purpose

This document sets out a suggested way forward for the seven ad hoc Working Groups of the System Management Board formed on 1 July 2016 with a current end of term on 31 March 2017. A decision or discussion point is proposed for each Working Group separately with careful consideration for the ability of the Board to be provided with valuable inputs and guidance on the topic areas balanced with the aim to streamline Board operations and make use of existing structures, where appropriate.

A summary of the considered options is provided in the form of a table, with further narrative available on the following pages.

### Action Required

The System Management Board is asked to consider the way forward for each of the seven ad hoc Working Groups, as outlined in the table.

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Prepared by: System Management Office in consultation with Working Group Chairs and person supporting each of the Working Groups.

## Part A - Background

1. Article 9.10 of the Charter of the CGIAR System Organization ('Charter') articulates the authority of the System Management Board ('Board') to also "establish committees of the System Management Board, and other ad hoc Working Group and task teams, as it deems appropriate to carry out its work."
2. A summary of the Committees and Working Groups of the Board as determined by the Board at its 1<sup>st</sup> Meeting, and discussed and refined by virtual means thereafter is available in the meeting papers for SMB2 in September 2016 found at: [SMB2-02, Ratification of System Management Board Working Groups and revised membership](#)
3. Part B of the September 2016 document records the ad hoc working groups that have been agreed to be formed by the Board, including two additional working groups that were discussed by the Board electronically after its 1<sup>st</sup> meeting, and which was the subject of a consent agenda decision at the 2<sup>nd</sup> meeting to formally ratify their formation.
4. The term of each ad hoc working group was proposed to end on 31 March 2017 unless otherwise agreed by the Board.
5. Since the proposed end of term for the Working Groups falls directly after this 5<sup>th</sup> meeting of the Board, decisions on the future of each of the 7 ad hoc Working groups are proposed as part of the Agenda of this meeting.
6. It is important to note that pursuant to Article 9.11 of the Charter, the Board shall have two Standing Committees as follows:
  - a. Audit and Risk Committee ('ARC'); and
  - b. Strategic Impact, Monitoring and Evaluation Committee ('SIMEC').
7. The Audit and Risk Committee has been formed and is operating based on Terms of Reference approved by the Board during its 4<sup>th</sup> meeting on 17 December 2016.
8. The Strategic Impact, Monitoring and Evaluation Committee has not yet been formed, but a proposed timetable and approach is being discussed during this 5<sup>th</sup> meeting of the Board.

Part B – Summary of proposed decision points for the way forward for the 7 SMB ad hoc Working Groups

NO.	WORKING GROUP	SUGGESTED WAY FORWARD FOR AD HOC WORKING GROUPS
1	Resource Mobilization	<u>For Decision:</u> The Working Group proposes to the <b>SMB to consider having an extended Working Group – and that this could ideally be constituted in the form of a Standing SMB Committee on Resource Mobilization</b> , with a set of <b>revised TORs</b> .
2	Rules of Governance	<u>For Decision:</u> The Working Group proposes that the Board provides a mandate for an <b>ongoing group on 'Ethics and Governance'</b> to carry out strategic consideration on the implementation and application of rules and key governance processes.
3	Cost Sharing for Host Centers	<u>For Decision:</u> The Working Group proposes that the <b>Audit and Risk Committee</b> ('ARC')- Standing Committee of the System Management Board, take forward this topic particularly through its function on 'CGIAR System risk related matters' and inclusion in the <b>risk management framework</b> being developed (Points l, j and k in ARC approved ToR)
4	Funding System Actions and Entities	<u>For Decision:</u> This <b>Working Group is no longer needed</b> as its topic will be addressed through the purpose and functions outlined in the Terms of Reference of the two Board Standing Committees: the <b>Audit and Risk Committee ('ARC')</b> ; and the <b>Strategic Impact, Monitoring and Evaluation Committee ('SIMEC')</b> .
5	CGIAR Country Collaboration	<u>For Decision:</u> The Working Group proposes an <b>extension of its term until 30 June 2017</b> to support the implementation of a proposed plan for improved design and implementation of CGIAR Country Collaboration.
6	Positioning and engagement on Genetic Resources	<u>For Decision:</u> It is proposed that a <b>Working Group on Genetic Resources is no longer needed</b> since Working Group 6 was never formally constituted but much of its original purpose was carried out by leaders of the <b>Genebank Platform's Policy Module</b> with updates to the System Management Board.
7	Research from the former GLDC proposal	<u>For Decision:</u> It is proposed that this <b>Working Group is no longer needed</b> , since an SMB-endorsed Expert Group was tasked to coordinate Phase 1- Scoping and Phase 2- Design for development of a proposal(s) for research from the former GLDC proposal, and further Phases 3 and 4 proposed in the timetable have <b>assigned roles for other entities to carry out activities on writing, review and approval</b> .

## Part C – Detailed decision points and supporting information for the way forward for the 7 SMB *adhoc* Working Groups

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### Working Group 1 on Resource Mobilization

9. Recognizing that the Resource Mobilization Action Plan will be discussed in a separate agenda item, this decision point is based on the future of the current Working Group 1 which has a current end of term on 31 March 2017.
10. **For Decision:** The Working Group proposes to the **SMB to consider having an extended Working Group – and that this could ideally be constituted in the form of a Standing SMB Committee on Resource Mobilization**, with a set of revised TORs.

### Working Group 2 on Rules of Governance

11. Noting that further topics have been put forward by the Rules of Governance Working Group in other Agenda Items, this decision point is based on the future of the current Working Group 2 which has a current end of term on 31 March 2017.
12. **For Decision:** The Working Group proposes that the Board provides a mandate for an ongoing group on 'Ethics and Governance' which can be a sounding board for the Board and carry out strategic consideration on the implementation and application of rules and key governance processes.
13. An ongoing group on Governance and Ethics would have the purpose to:
  - a. Supporting the meaningful implementation of the processes for **Declaration of Conflict of Interest**, agreed by the Board
  - b. Coordinating the development of **Rules of Procedure for the General Assembly** to be drafted by the System Management Office based on high-level principles identified at the Inaugural General Assembly of Centers, in consultation with the System Management Board and General Assembly.
  - c. Developing a proposal for a mechanism by which the **System Management Board can review its collective performance and effectiveness**
14. While the Working Group has made a series of recommendations to the Board and General Assembly in line with the functions set out in its Terms of Reference, an ongoing group on Governance and Ethics would take forward, but not limited to, key activities already initiated by the current Rules of Governance Working Group, including:

- a. Be a sounding board to the System Management Board on key governance and ethics matters;
  - b. Carry out any requests by the Board and its Chair to provide strategic guidance or outputs in support of governance and ethics;
  - c. Give thoughtful consideration to the implementation and application of rules for the System documented in the Charter and in Rules of Procedure documents;
  - d. Bring to the attention of the System Management Board, and possibly other structures, thoughtful topics on governance and ethics to maintain strong reputation, credibility and legitimacy of the System; and
  - e. Help demonstrate accountability of the Board.
15. Recognizing that the current Working Group has its membership drawn predominantly from Center Boards, an ongoing group could seek to **increase the diversity of its composition**, without losing the oversight value that members from Center Boards bring. For practical purposes the current Working Group favors a small group of no more than 5 or 6 members with the ability to draw on specialized advice as needed.

### Working Group 3 on Cost Sharing of Host Centers

16. During its term, Working Group 3 has gathered up to date information on hosting arrangements across the CGIAR System and have found that while there may be some challenges associated with the different hosting arrangements by Centers, there are very few disputes that have taken place that could not be individually resolved.
17. While the current situation could benefit from a strong message on acceptable hosting arrangements relayed through a set of provisional principles developed by the Working Group, any more substantial issues that could emerge in the future would represent a potential risk to the System.
18. In fulfillment of the Charter Article 8 function (t) of the Board '*to recommend a proposal to the System Council for a risk management framework for the CGIAR System (including financial, reputational, legal, regulatory, operational and strategic risks) and escalation procedures*', the terms of reference of the Board's Audit and Risk Committee ('ARC') outline one of its functions to 'provide advice to the Board on an appropriate risk management framework for the CGIAR System (including financial, reputational, legal, regulatory, compliance, operational, ethical and strategic risks) and escalation procedures for recommendation to, and approval by, the System Council'.
19. A process to identify system level risks has been initiated with the General Assembly of Centers during the inaugural gathering in January 2017 and further discussed with the Center Audit Chairs during their meeting 31 January 2017.

20. An initial list of 17 non-prioritized, non-categorized (and not necessarily final or exhaustive) risks has been identified for the System to consider as it set out about to develop a risk management framework of the CGIAR System, of which some directly relate to possible risks from Center hosting arrangements such as:
- **Risk-8. Inconsistent contracting policies** – giving rise to the risk of negative precedents for other System elements
  - **Risk-10. Incoherent in-country approaches and hosting arrangements** – including how we work with governments, and legal risks in countries in which we operate
  - **Risk-11. Financial fraud** – Center specific cases impacting the System as a whole; the inherent risks from the CRP model; potential misappropriation of funds internally and across the many partnerships
  - **Risk-16. Inconsistency in indirect costs being applied across the system** - possible future liability issue
21. **For Decision:** The Working Group proposes that building on the work that it has already done, the Audit and Risk Committee of the System Management Board will be able to take forward any further strategic consideration and provision of guidance to the Board on this matter. The Audit and Risk Committee could include the topic of Center Hosting as a **part of the risk management framework** being developed where any potential escalation in issues in this area and the risks it would pose would be monitored and addressed.

#### Working Group 4 on Funding System Actions and Entities

22. **For Decision:** This Working Group believes it is no longer needed as the Standing Committees of the System Management Board offer opportunities to address the topic covered by this Working Group as described in their purpose or approved Terms of Reference, such that:
- a. The **Audit and Risk Committee ('ARC')** has a function to *'provide advice to the Board on the establishment, and periodically thereafter, the ongoing effectiveness of the process for the preparation and approval of **multi-year, consolidated business plans and budget projections for the administrative costs of the CGIAR System** and how such costs can be financed,'* (Point L in ARC approved TOR); and
  - b. The **Strategic Impact, Monitoring and Evaluation Committee ('SIMEC')** (when formed) has *'the purpose of which shall be to assist the System Management Board in the review of research program evaluations, oversight of the strategic direction of the CGIAR System Organization and efficiency, effectiveness and impact of the CGIAR Research according to a robust and rigorous results based management framework'* [Charter, Article 9.11(b)]

## Working Group 5 on CGIAR Country Collaboration

23. Noting that the proposed design and plan for improved implementation of CGIAR Country Collaboration has been presented in another agenda item, this decision point focuses on the future of the Working Group 5.
24. **For Decision:** To support the implementation of the proposed, improved design, the Working Group recommends that the System Management Board grant an extension of its mandate until 30 June 2017 to follow the timetable of activities outlined in the table below.

Timing	Activity(ies)	Goal(s)/Output(s)
April 2017	<ol style="list-style-type: none"> <li>1. <b>Sharing SMB-endorsed improved design</b> of approach for awareness and feedback</li> <li>2. Design and deployment of a <b>survey</b> to CGIAR Center and Research Program leadership</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Buy-in on improved design</li> <li>2.1 A set of up-to-date data on: <ul style="list-style-type: none"> <li>- CGIAR Center and Research program investment in activities, infrastructure and personnel at Country level</li> <li>- Existing or planned CGIAR Collaboration activities</li> <li>- Country interest/demand in CGIAR collaboration activities</li> <li>- Donor interest/demand in CGIAR collaboration</li> <li>- Other useful information</li> </ul> </li> </ol>
May 2017	<ol style="list-style-type: none"> <li>3. <b>Preparation of input to Science Leaders meeting</b> using Working Group recommended design and analysis of survey results</li> </ol>	<ol style="list-style-type: none"> <li>3.1 Key information to support planning of the way forward for implementation of CGIAR Country Collaboration</li> </ol>
June 2017	<ol style="list-style-type: none"> <li>4. <b>Participation in the Science Leaders Meeting</b>- leading a session on CGIAR Country Collaboration planning to discuss the proposed improved design and results of the survey, and undertake planning for the way forward for implementation</li> </ol>	<ol style="list-style-type: none"> <li>4.1 Raise awareness and get commitment to implementation of an improved design for CGIAR Country Collaboration</li> <li>4.2 Using the results of the survey, a plan for: <ul style="list-style-type: none"> <li>- Country inclusion including establishing participation and 'leadership' in each</li> <li>- Categories of Country Collaboration Models</li> </ul> </li> <li>4.3 Discuss proposed roles and identify possible areas of responsibility; plan Community of Practice</li> </ol>
30 June 2017 and beyond	Way forward for CGIAR Country Collaboration through: <ul style="list-style-type: none"> <li>- Implementation by Country Teams</li> <li>- Sharing and strengthening by CGIAR Country Collaboration Community of Practice;</li> <li>- Support from System Management Office; and</li> <li>- Accountability to and guidance by the SMB</li> </ul>	

## Working Group 6 on Positioning and Engagement on Genetic Resources

25. **For Decision:** It is proposed that a **Working Group on Genetic Resources is no longer needed** since Working Group 6 was never formally constituted but much of its original purpose was carried out by leaders of the Genebank Platform’s Policy module with updates to the System Management Board.

## Working Group 7 on the former GLDC proposal

26. **For Decision:** It is proposed that this **Working Group is no longer needed**.
27. A proposed timetable for development of a proposal(s) for research from the former GLDC proposal presented to the Board at SMB4 in December 2016 outlines two Phases representing the scope of work for the expert group: Phase 1- Scoping and Phase 2- Design. Two additional Phases were outlined as indicative to cover Phase 3-Writing and Phase 4- Review and approval with roles for drafting teams, ISPC, the System Management Board, and the System Council. Table 3 sets out the timetable.

Date Range	Description	Who leads	Who to consult	Who to approve
Phase 1 - Scoping				
By end January 2017	<ul style="list-style-type: none"> <li>Expert Group TOR established, and Facilitator Identified</li> </ul>	Working Group (with Facilitator)	System Management Board ('Board')	Board
February 2017	<ul style="list-style-type: none"> <li>Expert Group fully constituted and convened</li> <li>Expert Group scoping of potential program(s), platforms or other initiatives</li> </ul>	Expert Group	Working Group; Board; Centers (including CRPs), Funders, CGIAR advisory bodies (incl. ISPC), other non-CGIAR external stakeholders	Expert Group
Phase 2 – Design				
From 1 March to 31 March	<ul style="list-style-type: none"> <li>Framing a call for proposal(s)</li> <li>Board input into framing work of Expert Group and overall endorsement of call for proposal(s) materials*</li> <li>Appraise System Council of call and timetable (<i>ad hoc call</i>)</li> </ul>	Expert Group		Expert Group and Board



Date Range	Description	Who leads	Who to consult	Who to approve
7 April 2017	CGIAR System Organization launch of [targeted] call for proposal(s)	System Management Office	Working Group* (*31 March 2017 current end of service of the Working Group)	Board
<b>Indicative Phase 3 – Writing</b> <i>(provided for illustrative purposes only)</i>				
By end June 2017	1 <sup>st</sup> draft final proposals submitted for guidance	TBC	TBC	Head of drafting teams
During July 2017	Stakeholder input on draft final proposal(s)	Expert Group	Board	
1 <sup>st</sup> three weeks of August	Refining full proposal(s)	Drafting team(s)	TBC	
<b>Indicative Phase 4 – Review and approval</b> <i>(provided for illustrative purposes only)</i>				
Last week August – Mid-Sept 2017	Formal technical review of proposal(s)	ISPC (as directed by the System Council)	TBC	N/A
Last 2 weeks of September 2017	Revision of the proposal(s) and submission to the Board for final review	[Drafting team(s)]	TBC	TBC
By 10 October 2017	Final decision on the content of the Board submission of proposal(s) to System Council	TBC	As required	Board
During week of 6-10 November 2017	System Council deliberations and decision on proposal(s) and 2018 funding allocation	TBC	ISPC	System Council