

## System Council Strategic Impact, Monitoring & Evaluation Committee

### Purpose

This document provides, for System Council review and approval, the proposed:

1. Final Terms of Reference for the System Council's Strategic Impact, Monitoring and Evaluation Committee ('SIMEC'); and
2. The recommended inaugural membership of the SIMEC.

### **To aid in review, this document has 4 parts:**

Part 1 – Proposed decisions

Part 2 – Background to proposed decisions

Part 3 – Proposed Final TOR *Strategic Impact, Monitoring and Evaluation Committee*

Part 4 – Short bio information for non-System Council members/alternate members)

### **Document category: Working document of the System Council**

There is no restriction on the circulation of this document

Prepared by: System Management Office

## Part 1 – Proposed decision points

**Action requested:**

Based on the information set out in the following parts, the System Council is invited to review and approve if considered appropriate the following two decision points:

- ***Decision SC/M4/DP3 - Terms of reference for Strategic Impact, Monitoring and Evaluation Committee (SIMEC)***

The System Council approves the Terms of Reference for its Strategic Impact, Monitoring and Evaluation Committee, as set out in Appendix 1 to document SC/M3/EDP7-Document 1

- ***Decision SC/M4/DP4 – Inaugural membership of the SIMEC***

The System Council appoints the following 8 persons to serve as the inaugural SIMEC members for the period until 30 June 2019 or such time as a successor is appointed:

<b>No</b>	<b>System Council voting constituency</b>	<b>Nominated member</b>
1	African Development Bank	Dougou Keita
2	Australia	Mellissa Wood
3	European Commission	Bernard Rey
4	Germany and Belgium	Michel Bernhardt
5	South Asia	Rajendra Singh Paroda
6	Sweden	Philip Chiverton
7	United Kingdom	Alan Tollervey
8	United States	Eric Witte

## Part 2 - Background

1. At the Council's 3<sup>rd</sup> meeting on 23 November 2016, an action was agreed that the:

*“System Management Office will support establishment of the System Council’s Strategic Impact, Monitoring and Evaluation Committee (as contemplated by Article 8.2(a) of the CGIAR System Framework), building on the work that has been done to date by the Fund Effectiveness Working Group (‘FEWG’), and seeking System Council endorsement of the Terms of Reference as soon as possible, in order that the committee can take up its key role.”<sup>1</sup>*

### **Proposed final SIMEC Terms of Reference**

2. Over December 2016 and January 2017, participants in the FEWG developed an initial draft terms of reference for the Council’s Strategic Impact, Monitoring and Evaluation Committee (“SIMEC”) for consideration by System Council members (“TOR Draft 1”).
3. Thereafter:
  - a. On 4 March 2017, TOR Draft 1 was issued for an initial round of inputs by 13 March 2017; and
  - b. On 20 March 2017, TOR Draft 2 was issued for a second and final round of inputs, together with an accountability matrix setting out the action taken on the inputs received on the 4 March earlier draft.
4. Now, after a further set of detailed inputs, Part 3 of this paper sets out the proposed final SIMEC Terms of Reference as adjusted to address all inputs received by 20 April 2017.
5. As for TOR Draft 1, an accountability matrix is provided with the proposed final TOR (separate document numbered 2) to set out action taken based on the further round of inputs. As for TOR Draft 2, where there was a submission made that was different to the language in the CGIAR System Framework (“Framework”), the language of the Framework has been retained, as representing the agreement between the Funders and Centers at 30 June 2016.

### **Proposed SIMEC inaugural membership**

6. Simultaneously with the circulation of TOR Draft 2, System Council voting members were requested to present nominations for the inaugural membership of the SIMEC. At the time of making that request, System Council members were invited to consider the membership number of up to 9 persons, the figure set out in TOR Draft 2.

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<sup>1</sup> Action point SC/M3/AP2, System Council’s 3<sup>rd</sup> meeting (23 November 2016)

7. Relevant to membership composition, based upon System Council inputs, the proposed final TOR provides for persons to serve as members of the SIMEC if they are a representative of a voting constituency of the System Council. Usually, it is anticipated that the System Council member or alternate will serve as the constituency’s representative on the SIMEC.
8. However, recognizing people’s time can be limited and/or a constituency may have other persons involved in their work that have experience directly relevant to the role of the SIMEC, the TOR also allows for a constituency to nominate another experienced person to serve on the SIMEC from within their broader constituency.
9. Table 1 below sets out the constituency member nominations received to serve as the inaugural members of the SIMEC.

**Table 1 – nominations received for inaugural SIMEC membership**

No	Nominated constituency	Proposed member	System Council role	Gender
1	African Development Bank	Dougou Keita	Constituency nominee	Male
2	Australia	Mellissa Wood	Alternate	Female
3	European Commission	Bernard Rey	Member	Male
4	Germany and Belgium	Michel Bernhardt	Constituency nominee	Male
5	South Asia	Rajendra Singh Paroda	Constituency nominee	Male
6	Sweden	Philip Chiverton	Member	Male
7	United Kingdom	Alan Tollervey	Member	Male
8	United States	Eric Witte	Alternate	Male

10. Part 4 of this paper – sets out a brief bio for the two persons who, as members of a constituency, have been nominated by that constituency to serve as inaugural members of the SIMEC (namely, a representative on behalf of AfDB, and South Asia), although those persons are not currently serving as a System Council member or alternate member.
11. Considering Article 4.1 of the CGIAR System Framework (setting out the three-year basis for membership of the System Council), and the 1 July 2016 commencement of the inaugural three -year System Council member terms, inaugural members of the SIMEC are recommended to be appointed for an initial two-year term, until 30 June 2019.

12. Should the System Council approve the TOR and the inaugural membership as set out on table 1 above, there would remain one additional member vacancy for the SIMEC. It is suggested that this additional role could be filled by the System Council after an initial meeting of SIMEC, to consider SIMEC member inputs on any recommendations to the System Council on the profile for such a person.
13. Further, it is noted that an early task of the SIMEC would be to share with the System Council a proposed workplan, to provide a guide on proposed order of priority of focus amongst the full scope of potential areas of focus by the SIMEC.

Parts 3 and 4 follow on the next pages

### Part 3 - Proposed SIMEC Terms of Reference<sup>2</sup>

#### A. Purpose

1. The Strategic Impact, Monitoring and Evaluation Committee ('SIMEC') is a standing committee of the System Council. Its purpose is to assist the System Council in: (1) reviewing research program evaluations; (2) overseeing the strategic direction and efficiency of the System Organization; and (3) monitoring efficiency, effectiveness and impact of CGIAR Research.

#### B. Roles & Responsibilities

2. Strategy and Results Framework. The SIMEC shall advise and make recommendations to the System Council in areas related to the System Council's:
  - a. Review and approval of the CGIAR Strategy and Results Framework (SRF) submitted by the System Management Board, including: (1) requesting relevant foresight activities; (2) approving the process for developing the SRF; and (3) approving System-level strategic priorities.
3. Advisory Bodies of the System Council. The SIMEC shall advise and make recommendations to the System Council related to the System Council's:
  - a. Approval of the Terms of Reference for the Independent Science and Partnership Council ("ISPC") and the Independent Evaluation Arrangement ("IEA") and any other advisory bodies or committees of the System Council that set forth their purposes and functions related to strategic impact, monitoring, or evaluation;
  - b. Role in the selection of the ISPC Chair and members; and
  - c. Role in the selection of the Head of IEA.
4. Governance Related to Strategy, Impact, Monitoring and Evaluation. The SIMEC shall advise and make recommendations to the System Council related to the System Council's:
  - a. Approval of CGIAR Policies related to strategic impact, monitoring and/or evaluation that are critical to maintaining the reputation of the CGIAR System.

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<sup>2</sup> Refer to Article 8.2(b) of the Framework for the formal statement that the System Council will have two standing committees, one of which is the *Strategic Impact, Monitoring and Evaluation Committee*. <http://library.cgiar.org/bitstream/handle/10947/4371/CGIAR%20System%20Framework%20-%20WEB.pdf?sequence=4>.

5. Performance Management and Reporting. The SIMEC shall advise and make recommendations to the System Council related to the System Council's:
  - a. Oversight of CGIAR's performance indicators - methodology and targets - to assess CGIAR's performance with respect to the SRF and research portfolio;
  - b. Annual review of work programs and financing plans on CGIAR Research, as proposed by the System Management Board, and provision of strategic guidance to the System Management Board;
  - c. Review and approval of an integrated framework for a performance management system for CGIAR Research;
  - d. Review and approval of relevant System entities' work programs and budgets<sup>3</sup>;
  - e. Review the self-assessment, and evaluate the IEA's and the ISPC's effectiveness in fulfilling their functions under their terms of reference, and provide recommendations accordingly;
  - f. Review of the annual portfolio analysis and program reports on the CGIAR Portfolio.
  
6. Evaluations and Impact Assessment. The SIMEC shall advise and make recommendations to the System Council related to the System Council's:
  - a. Approval of a cost-effective multi-year evaluation plan proposed by IEA covering evaluation of the CGIAR Portfolio and the structures and functions of the CGIAR System<sup>4</sup>;
  - b. Review and endorsement of IEA evaluations of the CGIAR Portfolio and functions and structures of the CGIAR System, taking into account input from the System Management Board and Center management responses<sup>5</sup>;
  - c. Monitoring effective implementation of ISPC and IEA recommendations with regards to CGIAR Research Programs ("CRPs") and Platforms;
  - d. Oversight of work toward greater cost-effectiveness and complementarity in the overall system of evaluations and reviews at all levels;
  - e. Endorsement of 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 the CGIAR Portfolio;
  - f. Requests to IEA to commission 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 and responses, recommend strategic follow-up action; and

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<sup>3</sup> In line with the definition of System entities accepted by the System Council at its 23 November 2016 meeting ([SC3-04](#)), the term System entities includes CGIAR's ISPC and IEA.

<sup>4</sup> It is envisaged that the SIMEC would consider the appropriateness of such evaluation plans in the context of Risk Management Framework of the CGIAR System and in consultation with the Systems Council's Audit and Risk Committee.

<sup>5</sup> Material presented to the SIMEC must fully disclose the steps taken and documents relied on to undertake the evaluation, including an accountability matrix as well as who is responsible for implementation of recommended actions and respective timeframes.

- g. Approval of plans and financing of ex-post impact assessment of the CGIAR Portfolio proposed by the ISPC after consultation with the System Management Board.
7. Other. The SIMEC shall advise and make recommendations to the System Council related to the System Council's:
- a. Exercise of any other functions, at the discretion of the System Council, with a three-quarters majority vote of the System Council needed to give additional roles or responsibilities to the SIMEC.

### C. Composition

8. Membership. Membership of the SIMEC shall be composed of a maximum of nine (9) persons who are represent voting member constituencies of the System Council.<sup>6</sup>
9. SIMEC members are nominated by and appointed by the System Council.
10. Skills and experience. Persons serving as members of the SIMEC who are not a System Council member or alternate member shall have the following experience and skills:
- a. Knowledge of CGIAR, its vision, mission, goals, objectives, and processes;
  - b. Experience in evidence-based strategic planning in agricultural research and development organizations; and
  - c. Familiarity with results frameworks, impact assessment, programmatic evaluation, and programmatic reporting.
11. Chair. In the usual course, he members of the SIMEC shall elect a Chair from among themselves. If the SIMEC members determine that an external chair would enhance the committee's operations, and upon System Council approval, the Chair may be an independent person. In such cases, the System Council approved terms of reference for an external Chair, once approved, would guide the identification and appointment process for that person, including the required skills and competencies and honorarium arrangements.
12. If circumstances require, the Chair may delegate duties to an individual of his/her choosing if acceptable to the other SIMEC members.
13. Terms of members. Each SIMEC member (including the Chair) shall serve on the committee for up to three-years<sup>7</sup>, and may be renewed, with a possible renewal for a

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<sup>6</sup> Representatives who serve as members of the SIMEC would ordinarily be the member or alternate member of the System Council, or another person who is a member of a voting constituency that is well linked to the System Council discussions and can participate in a proactive and informed way.

<sup>7</sup> Considering Article 4.1 of the Framework (three-year basis for membership of the System Council), inaugural members of the SIMEC are recommended to be appointed until 30 June 2019, the end of the first three-year term for System Council members.



~~second three year term~~. Renewal of terms shall be determined by the System Council.

14. Meeting attendance. Whilst typically, SIMEC meetings will be held amongst the members, a SIMEC member may attend a meeting with another member of his/her constituency to bring additional topic specific expertise after consultation with the Chair. Should a SIMEC member be unable to attend a particular meeting and wish to send a substitute, the member will ensure that the person standing in for them will be fully briefed on current SIMEC business in advance of meeting attendance.

#### D. Operations

15. Meetings. The SIMEC shall meet at least twice per year, preferably in-person and prior to System Council meetings. The SIMEC shall meet virtually as determined by the Chair in consultation with the other members.
16. Engagement with other parties: The Chair of the SIMEC shall interact regularly with and report to the System Council on the results of the committee's deliberations, as well as any issues relevant to its discussions. The Chair, at his/her discretion, will interact with a relevant committee of the System Management Board as relevant to SIMEC deliberations.
17. Disclosing conflicts of interest. Where a member has a conflict of interest on a specific topic under discussion, they will make the circumstances of the conflict known to the SIMEC, to ensure that discussions proceed in an open and transparent manner.
18. Quorum. A majority of members, one of whom is the Chair or his/her delegate, shall constitute a quorum for the transaction of business.
19. Meeting support. The System Organization's budget for system costs must include the cost of reasonable support for the SIMEC operations to ensure its efficient and effective functioning.
20. Access to expertise, including consultants. The SIMEC, in fulfilling its duties under this TOR, will draw on expertise from the System Management Office, IEA and ISPC. The System Council may decide to provide additional support in the form of external consultants to assist the SIMEC with its work.
21. Delegation of Authority. The SIMEC shall have the power to delegate on an exceptional basis its authority and duties to the Chair or individual committee members as it deems appropriate. Individual SIMEC members may call on members of their own constituency to support them in their role as a SIMEC member, ~~provided that it is the SIMEC member who is participating in committee meetings and deliberations.~~

## Part 4 – Brief Bios of non-System Council member/alternate member nominees

Two of the eight persons nominated to serve as SIMEC members are not currently serving as either a member or alternate member. They are however nominated by their respective constituencies to serve as a SIMEC member, working in close consultation with the nominating constituency, as follows (alphabetically by nominating constituency name), with a view to bringing in the view of developing/partner countries:

**African Development Bank: Dougou KEITA, Manager, Agriculture & Agro-industry Division, West & Central Africa Regions (recently retired)**

Mr. KEITA worked on agricultural commodities value chain development in East, central & West Africa regions. He joined AfDB in 1997. Prior to joining the AfDB, he worked in Agricultural Extension (1978 to 1988), and Agricultural Research (1989 to 1997) with two centers of the Consultative Group on International Agricultural Research (Africa Rice Center in Côte d'Ivoire and International Institute of Tropical Agriculture in Nigeria), the South East Consortium for International Development in Washington DC, The Pragma Corporation in DRC, the Rural Economics Institute of Mali, the Southern Mali Rice Sector development Project, in Mali, and the Mopti Rice Development Project in Mali - two multi-donors' funded operations.



For about 38 years, Mr. KEITA worked with smallholders farmers to develop agricultural commodity value chains, public and private sector actors, agricultural scientists, policy makers, experts of financial institutions and NGOs to find solutions to challenges of African farmers, most of whom are women and youth in enhancing their productivity, creating shared wealth and employment.

**South Asia: DR. RAJENDRA S. PARODA**

Dr. Raj Paroda, former Director General, Indian Council of Agricultural Research (ICAR) & Secretary, Department of Agricultural Research and Education (DARE), Government of India, is an accomplished plant breeder and geneticist by profession and an able research administrator. He has made significant contributions in the field of crop science research. He is known for modernization and strengthening of the national agricultural research system (NARS) in India as well as in Central Asia and the Caucasus. He has the unique distinction of being the main architect of one of the world's largest and most modern National Gene Bank in New Delhi. He has received numerous awards and recognition, including the prestigious Padam Bhushan awarded by President of India. He had been the founder chairman of Global Forum on Agricultural Research (GFAR).



He was President of the Indian Science Congress in 2001, President of National Academy of Agricultural Sciences and many scientific societies in agriculture. Fifteen universities have awarded him D.Sc. (Honoris Causa) degree including Ohio State University and Indian Agricultural Research Institute. He is fellow of all scientific Academies in India, besides Third World Academy of Sciences (TWAS), American Society of Agronomy, American Society of Crop Science and Agriculture Academies of Russia, Armenia, Tajikistan and Kyrgyzstan. He also served on the Board/Management Committees of various international organizations such as ACIAR, CABI, IRRI, WMO, CGIAR Fund Council and was Chairman of ICRISAT Board of Trustees. He also served for more than two decades as Executive Secretary of Asia-Pacific Association of Agricultural Research Institutions (APAARI). Till recently, Dr Paroda worked for the overall benefit of farmers as Chairman, Farmers Commission of Haryana, Chairman of Working Group on Agriculture and member of Rajasthan Planning Board. To link science to society, Dr. Paroda is currently serving as Chairman, Trust for Advancement of Agricultural Sciences (TAAS).

Research Areas: Genetics & plant breeding, cytogenetics, biometrical genetics, genetic resource management.