Terms of Reference of the
Shared Secretariat for CGIAR Advisory Services

1. Context

1.1 The CGIAR Advisory Services Shared Secretariat ('Shared Secretariat') provides operational support for CGIAR's Independent Science for Development Council ('ISDC'), CGIAR's Standing Panel on Impact Assessment ('SPIA'), and implementation of the CGIAR System's multi-year evaluation plan as approved by the System Council.[1]

1.2 Within this strategic context, the System Council has agreed that the following operational principles[2] guide the role and operations of the Shared Secretariat:

    a. **Independence of advice**, being neither Funders nor implementers of CGIAR research programs and/or platforms and avoiding other potential conflicts of interest;

    b. **Improved efficiency**, with a view to providing advice that maximizes CGIAR's impact while reducing overall costs;

    c. **Improved communication**, such that various assessments and evaluation workstreams in the System are aligned with CGIAR Business Plan cycles;

    d. **Improved and systematic linkage between science and development through innovation and effective partnerships**, such that innovation and partnerships are embedded in all aspects of CGIAR's advisory services;

    e. **Higher ownership and improved coordination of the advice by the System itself**, such that the advice provided by the advisory services needs to be communicated to and formally discussed by the System Council on a regular basis.

1.3 These terms of reference shall be effective on 1 January 2019.

2. Key Terms

2.1 As used in these terms of reference, the capitalized terms or acronyms have the meanings set out below:

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[1] In respect of the evaluation plan, refer to Article 6.1(cc) of the CGIAR System Framework

[2] Outlined in 'The Future of CGIAR's Advisory Bodies SIMEC Thinkpiece' tabled at the 6th System Council meeting, 16-17 May 2018, Berlin, Germany, https://www.cgiar.org/wp/wp-content/uploads/2018/05/SC6-05_SIMEC_ThinkPiece_SC-AdvisoryBodies.pdf

a.   **Assurance Oversight Committee ('AOC')**, as defined by the *CGIAR System Framework,* is a standing committee of the System Council, with a majority of external independent members, the purpose of which shall be to provide:

   i.   The System Council with assurance of the completeness and effectiveness of the Internal Audit Function and the independence of external audit functions;

   ii.   A structured reporting line between internal and external auditors and the System Council; and

   iii.   Oversight of System-wide governance, risk management and internal controls.[3]

b.   **CGIAR Business Plan** is a 3-year implementation plan that provides a common planning framework to ensure better alignment in how CGIAR operates as a System, and successive 3-year plans are intended by the System to provide that alignment through to delivery against CGIAR's end-2030 System Level Outcomes.

c.   **CGIAR Research** means the research carried out by the Centers and CGIAR System Partners in support of the CGIAR Strategy and Results Framework.[4]

d.   **CGIAR System Organization** ('System Organization'), as defined by the *Charter of the CGIAR System Organization* ('Charter'), is the international organization governed by the Charter, with its organs being the System Management Board and System Management Office.[5]

e.   **Strategic Impact, Monitoring and Evaluation Committee** ('SIMEC'), as defined by the *CGIAR System Framework*, is a standing committee of the System Council, with members representing System Council members, the "purpose of which shall be to assist the System Council in review of the research program evaluations, oversight of the strategic direction of the System Organization and efficiency, effectiveness and impact off CGIAR Research"[6]

3.   Mandate

3.1   The Shared Secretariat is responsible for delivery of the following functions in a manner that ensures maximum efficiency and cost-effectiveness and alignment to successive CGIAR Business Plans:

a.   Supporting the Independent Science for Development Council ('ISDC')
b.   Supporting the Standing Panel on Impact Assessment ('SPIA')
c.   Supporting implementation of the CGIAR System multi-year evaluation plan in a

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[3] Article 8.2(a) of the CGIAR System Framework.
[4] Definition from the CGIAR System Framework. CGIAR Research was defined this broadly to incorporate all the sources of funding for such research, whether from the CGIAR Trust Fund or bilateral.
[5] Article 2 (j) of the Charter of the CGIAR System Organization or 'Definition' (i) of the CGIAR System Framework
[6] Article 8.2 (b) of the CGIAR System Framework

manner that meets the CGIAR System's strong need for rigorous high quality independent evaluations to inform decision making across the System

3.2 **Support to ISDC operations**: Aligned to successive multi-year CGIAR Business Plans and in line with the System Council approved multi-year workplan and budget for ISDC, the Shared Secretariat will support ISDC in carrying out its work, with responsibilities including but not limited to:

a. Supporting delivery of the four major pillars of ISDC's role as set out in its terms of reference, namely:

   i. Supporting ISDC foresight[7] activities at relevant intervals, to inform deliberations by the System Council, in consultation with the System Management Board, on future critical agricultural research for development areas for which CGIAR has a comparative advantage.

   ii. Supporting ISDC horizon scanning[8] activities to put before the System emerging issues and trends for potential incorporation into the CGIAR Research portfolio at strategic opportunities.

   iii. Supporting ISDC priority setting exercises and analyses to inform periodic proposal development and assessment processes as necessary.

   iv. Providing strategic guidance and oversight to periodic proposal assessment processes to ensure a robust impartial assessment of the focus, scientific excellence, adequacy of scientific and institutional research resource capacity, and potential for impact of funding requests for research proposals, but with the ISDC not themselves being involved in the technical review of the proposals.

b. At relevant junctures in successive CGIAR Business Plan cycles, taking the relevant actions to provide effective, digestible information to inform System Council deliberations, and as requested by the System Council, System Management Board deliberations, on ISDC foresight and horizon scanning advice.

c. Maintaining a register of external subject matter experts to undertake independent proposal assessments that are moderated by the ISDC, and taking the necessary actions to contract that expertise at relevant junctures. In this regard, the Shared Secretariat works under the direction of the ISDC to assemble relevant expertise associated with tasks being carried out regarding research, science partnerships, and links to broader development agendas and Funder needs.

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[7] Foresight studies are periodically (typically each 6 – 10 years) commissioned by the System Council to inform the development of CGIAR's longer term research strategy, with a view to ensuring that CGIAR's research agenda is resilient to the future.

[8] Horizon scanning exercises are periodically (each 3 years) commissioned by the System Council to provide analysis on how emerging trends and developments might potentially affect CGIAR's current research agenda.

d. Supporting the search, selection and onboarding process for ISDC members, working in close collaboration with the System Council Secretary in regard to required System Council approvals.

e. Providing a visible, effective conduit for representatives of the System Organization, Centers, CGIAR Research programs and platforms to have a formal channel of communication to ISDC on inputs and/or matters of concern in respect of ISDC operations, in a manner that adheres to the ISDC's agreed rules of practice regarding the maintenance of the ISDC's independence and impartiality.

f. Providing content to maintain up-to-date online mechanisms for communication and access of information relevant to the operations of ISDC on the System's www.cgiar.org website.

g. Such other additional tasks and responsibilities as may be approved by the System Council as key focus areas within each of multi-year Shared Secretariat workplan arising from System Council decisions.

3.3 **Support to SPIA operations**: Aligned to successive multi-year CGIAR Business Plans and in line with the System Council approved multi-year workplan and budget for SPIA, the Shared Secretariat will support SPIA in delivery against its mandate, with responsibilities including but not limited to:

a. Supporting the two major pillars of SPIA's role as set out in its terms of reference, namely:

   i. Expand and deepen evidence of impact of CGIAR research investments on CGIAR Strategy and Results Framework outcomes and associated Sustainable Development Goals, including through research into innovative impact assessment methods and practices, including those beyond science and economic performance; and

   ii. Support CGIAR's strong commitment to embed a culture of impact assessment into the System, with particular effort focused on supporting CGIAR Centers and programs to build their own capacity for impact assessment, and identify strategic impact assessment opportunities and design strong studies.

b. As relevant to the delivery of System Council approved multi-year work plans and budgets, stewarding the delivery of a mid to longer-term impact assessment strategy and/or implementation plan that delivers for the CGIAR System a shared, cost-effective strategic vision to enhance CGIAR Center capacity to be the main source of robust impact assessments on CGIAR Research through to end-2030.

c. Contributing to the Shared Secretariat's register of external subject matter experts with persons/groups that can undertake studies, syntheses and other activities as moderated by SPIA, ensuring that the pool of expertise includes

persons who can assess effective linkages with Funder needs and the development relevancy analog.

d.   Taking the necessary actions to contract expertise at relevant junctures and manage the workflows of these contracts.

e.   Supporting the search, selection and onboarding process for SPIA members, working in close collaboration with the System Council Secretary in regard to required System Council approvals.

f.   Providing a visible, effective conduit for representatives of the System Organization, Centers, CGIAR Research programs and platforms to have a formal channel of communication to SPIA on inputs and/or matters of concern in respect of SPIA operations.

g.   Providing content to maintain up-to-date online mechanisms for communication and access of information relevant to the operations of SPIA on the System's www.cgiar.org website.

h.   Such other additional tasks and responsibilities as may be approved by the System Council as key focus areas within each multi-year Shared Secretariat workplan arising from System Council decisions.

3.4   **Supporting implementation of the CGIAR System's multi-year evaluation plan in a manner that meets the CGIAR System's need for rigorous high quality independent evaluations to inform decision making across the System:** Aligned to successive multi-year CGIAR Business Plans and in accordance with a CGIAR multi-year evaluation framework that enhances accountability and learning to inform the formulation of new (and course corrections of ongoing) CGIAR Research and other cross-System actions, ensure that the evidence from System Council commissioned independent evaluations is informing decision making across the System at strategic opportunities. CGIAR's Policy for Independent Evaluation as may be amended from time to time sets out the detailed role of how the multi-year evaluation plan will work. Major functional responsibilities include:

a.   Developing, in consultation with CGIAR Centers, program and platform staff, and the System Organization, a cost-effective multi-year evaluation work plan for approval by the System Council, taking into account current and future Center and CGIAR Research program and/or platform evaluation frameworks, strategies and/or plans, and strategic guidance from the System Council and the System Management Board in the preparation of the evaluation work plan.

b.   Maintaining a database and roster of external evaluation specialists that can be commissioned to undertake independent evaluations, including specialists that can be engaged to undertake periodic governance and management

reviews that the Centers may wish to commission through the coordination support of the System Management Board.[9]

c.   In coordination with relevant bodies, ensuring the effective use of available information from appraisals and monitoring of progress of programs for external independent evaluations.

d.   For System Council commissioned independent evaluations, managing evaluator selection and contracts with the procurement support of the System Management Office, and evaluation workflows in a way that ensures quality and independence of the evaluation process and evaluation reports, to ensure timely delivery of high quality key outputs.

e.   Serving as a quality assurance mechanism for System-wide independent program and other on-demand evaluations that are to be undertaken by externally commissioned evaluators.

f.   Providing for System Council endorsement, and implementation thereafter, a communications protocol for System-wide evaluation outputs that ensures clarity of communication channels and ensuring that recommendations from System-wide independent evaluations are made available in clear-cut, comparable and easy to digest formats.

g.   Coordinating the timely provision of System-wide evaluation materials to CGIAR's key governing bodies in line with the agreed reporting lines and agreed information flows.

h.   As relevant to evaluation findings and recommendations, and System Council, System Management Board and/or Center or program and platform actions agreed thereon, coordinating with the body responsible for monitoring implementation of agreed actions to facilitate the provision of an annual statement to the AOC of the status of implementation of evaluation recommendations.

i.   Periodically reporting to SIMEC on the ongoing relevance of the CGIAR Policy for Independent External Evaluation according to best practice international standards, and as required, presenting proposed revisions for System Council approval after consultation across the CGIAR System.

j.   Providing content to maintain an up-to-date online mechanism for communication and access of evaluation information on the System's www.cgiar.org website.

k.   Managing additional on-demand evaluation requests arising from formal decisions of the System Council.

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[9] Article 6.1(cc) of the CGIAR System Framework provides for the System Council to endorse plans for such reviews.

4.   Shared Secretariat leadership and appointment processes

4.1   **Shared Secretariat leadership**: The Shared Secretariat will be led by an experienced director-level position titled in a manner consistent with the human resources policies of the System Organization (accordingly, titled "Head, Shared Secretariat").

4.2   **Leadership responsibilities**: The Head, Shared Secretariat, is responsible for all functions of the Shared Secretariat, including ensuring strategic execution of the deliverables of the Shared Secretariat in a manner that adds value to the CGIAR System, and managing the personnel and budget of the Shared Secretariat in consultation with the respective Heads of the System Organization responsible for human resources and finance. In exercising her/his role, the Head, Shared Secretariat follows the System Organization's policies and procedures.

4.3   **Operational reporting line:** The Head, Shared Secretariat, reports to the ISDC Chair regarding overall execution of the work plan and budget of the Shared Secretariat. The Head, Shared Secretariat makes day-to-day decisions regarding execution of the Shared Secretariat's mandate according to that formal reporting line, whilst also taking into consideration specific technical guidance from the SPIA Chair in regard to SPIA focused support activities. Specifically concerning strategic guidance on the development and execution of the CGIAR System's multi-year evaluation plan, the Head, Shared Secretariat carries out the Shared Secretariat's responsibilities under the broad oversight of SIMEC, in addition to reporting to the ISDC Chair on the status of workplan and budget execution.

4.4   **Compliance with administrative policies**: The Head, Shared Secretariat has an administrative report to the Executive Director of the System Organization concerning compliance with internal operational and administrative policies. The Head, Shared Secretariat acts with operational independence from the System Management Board and management of the System Organization.

4.5   **Selection process:** The position will be filled through a merit-based, open and competitive selection process incorporating the following elements:

a.   The **terms of reference** for the Shared Secretariat and the **job description for its Head** will be formally endorsed by the System Management Board as the legally responsible governing body of the CGIAR System Organization, following electronic approval by the System Council. Development of the terms of reference will be undertaken by SIMEC, based on consultations with the System Council members and other key stakeholders including the ISDC and SPIA Chairs.

b.   An appropriate **job advertisement** reflecting the agreed job description for the Head, Shared Secretariat and outlining key competencies required will be issued publicly by the System Organization.

    c.   The **search and appointment process** of the Head, Shared Secretariat will be undertaken according to the recruitment procedures of the System Organization, supported by a selection panel of up to five (5) members that is chaired by the ISDC Chair, as follows:

        i.   The ISDC Chair or her/his designated representative[10]
        ii.   The SPIA Chair or her/his designated representative
        iii.   An independent person with extensive experience in robust external independent evaluation processes at the international level
        iv.   The Chair of SIMEC or another SIMEC member designated on her/his behalf
        v.   An appropriate member of the System Organization

4.6   **Employment terms:** The Head, Shared Secretariat will be employed according to the Personnel Policy Manual (PPM) of the System Organization and operational practices.

4.7   **Performance assessment** for the Head, Shared Secretariat is undertaken by a panel comprised of the ISDC Chair, the SPIA Chair and an independent person with extensive experience in robust external independent evaluation processes at the international level. The panel will be chaired by the ISDC Chair. The performance assessment will be carried out according to the System Organization PPM, considering 360-degree inputs from representatives of Centers and CGIAR Research programs and platforms, the System Organization, other ISDC/SPIA members, SIMEC and the System Council. Decisions on the renewal or separation of the Head, Shared Secretariat shall be made by the panel, in consultation with the Executive Director of the System Organization regarding human resources and other operational policies of the System Organization. For the avoidance of doubt, the Executive Director is not a decision maker regarding the technical skills or overall performance of the Head, Shared Secretariat.

5. Shared Secretariat staff

5.1   **Staff profile:** The Shared Secretariat is intended to be a small group of up to nine (9) staff, aiming for an appropriate balance between personnel with skills in science, development and innovation systems; evaluations; and impact assessment, and for carrying out related reporting and administrative duties. Each Shared Secretariat staff member will be employed according to a job description that sets out the specific skills, experiences and competencies required to deliver on their functional responsibilities, with scope for the flexible allocation of staff time across the functional responsibilities of the Shared Secretariat as relevant to skills and experience. Any increase of staff requires approval of the System Council based upon a clear proposal linked to System Council requested deliverables.

5.2   **Supervision**: The Head, Shared Secretariat is responsible for the recruitment,

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[10] For paragraph 4.5 (c), the current Independent Science and Partnerships Council Chair will stand in place of the ISDC Chair during the 2018 calendar year for the initial selection.

management and mentoring of Shared Secretariat staff in line with the System Organization's PPM and in consultation with the System Organization's staff with responsibility for human resources. The Head, Shared Secretariat may consult with and involve others, particularly technical specialists, in delivering on these responsibilities. For recruitment of Senior Officer positions in the Shared Secretariat, the ISDC Chair, SPIA Chair and an independent person with extensive experience in robust external independent evaluation processes at the international level will be invited, or be able to nominate a designate, to join a selection panel as relevant to senior positions being recruited.

5.3 **Operational independence**: Shared Secretariat staff are operationally independent from the System Organization's management, including its operational and policy units and decision-making.

5.4 **Internal operations**: Delivery of the three functional responsibilities of the Shared Secretariat will be coordinated by appropriately qualified Senior Officers with responsibilities for delivering against the work plan for the respective workstreams and within the budget approved by the System Council. Engagement with the ISDC and/or SPIA Chairs, and the System Council's AOC and SIMEC will primarily be through the Head, Shared Secretariat, but for specific technical matters, and particularly for activities and outputs in support of the multi-year evaluation plan, may include a direct functional relationship of Senior Officers with the System Council and its Committees.[11]

5.5 **Employment terms:** Staff of the Shared Secretariat will be employed under CGIAR System Organization contracts and shall comply with the System Organization's PPM.

5.6 **Performance assessment** of Shared Secretariat staff is undertaken by the Head, Shared Secretariat according to the System Organization PPM, considering 360-degree inputs from, as relevant to functional responsibilities, the Chairs of ISDC and/or SPIA, representatives of Centers and CGIAR Research programs and platforms, and the System Organization. Decisions on the renewal or separation of Shared Secretariat staff are taken by the Head, Shared Secretariat in consultation with the ISDC Chair, and SPIA Chair as relevant, the Executive Director of the System Organization and System Organization staff with management responsibilities regarding Human Resources.

6 Ethics and management of conflicts of interest

6.1 All Shared Secretariat staff are subject to the System Organization's provisions on acceptable office conduct, mitigating conflicts of interest, and such additional

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[11] It is the responsibility of the Head, Shared Secretariat to ensure that minimum essential capacity is provided to discharge each of the three functional responsibilities, with an individual Senior Officer in the lead for each.

provisions as may be internally agreed by ISDC and/or SPIA, or as approved by the System Council in the CGIAR Policy for Independent External Evaluation.[12]

6.2 In addition, all Shared Secretariat staff have a responsibility to avoid or manage situations that may lead to conflicts of interest that compromise the independence and impartiality of ISDC's advice to the System Council and the evaluative work of the Shared Secretariat.

7 Engagement modalities

7.1 **Representative role of Head, Shared Secretariat**: The Head, Shared Secretariat represents the Shared Secretariat in dealing with others regarding the functional responsibilities under its mandate. The Head, Shared Secretariat may designate representation of a specific functional area to an appropriate person within the Shared Secretariat.

7.2 **Engagement with the System Organization:** Without compromising the Shared Secretariat's operational independence in regard to delivery of its functional responsibilities, staff of the Shared Secretariat will maintain close and continuing contact with System Organization staff, so that the respective views of each are considered in delivery of the organizationally independent multi-year work plans, and that maximum opportunity for alignment and coordination is achieved in regard to delivery against CGIAR System objectives as set out in successive CGIAR Business Plans.

7.3 **ISDC and SPIA:** Modalities to facilitate effective linkages and engagement of ISDC and SPIA areas of focus with the System Council are as outlined in the respective Terms of Reference of ISDC and SPIA. The Head, Shared Secretariat has a standing invitation to attend all ISDC and SPIA meetings unless otherwise determined by the respective Chairs relevant to specific agenda items.

7.4 **Evaluation plan linkages with the System Council:** To facilitate effective linkages and engagement with the System Council in respect of implementation of the CGIAR System's multi-year evaluation plan, the following modalities apply:

a.   Relevant to a standing agenda item at an annual System Council meeting, the Head, Shared Secretariat or her/his designated representative will be invited to present information regarding the status of implementation of the CGIAR independent evaluation plan. The Head, Shared Secretariat is the responsible officer within the Shared Secretariat for the delivery of externally commissioned independent evaluation reports and the quality of them.

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[12] Upon approval by the System Council, and in the event of inconsistency with the CGIAR Policy for Independent External Evaluation - 2012, these terms of reference supersede that policy.

b. SIMEC is the key forum for preparatory conversations with the evaluation function on workflow design and delivery to facilitate alignment with System Council workplans and priorities.

c. As final outputs of external independent evaluations or other agreed activities are available, SIMEC will be the forum for discussing the evaluations and other reports to facilitate structured consideration and endorsement by the System Council on effective responses to such evaluations or reports, to strengthen decision making processes. As relevant to strategic direction setting and ensuring effective implementation of management responses and follow up to evaluations and reports, the System Council may request the System Management Board to formally consider and respond to such material.

7.5 **Engagement with SIMEC:** As determined by the SIMEC Chair relevant to agenda items, the Head, Shared Secretariat and other Shared Secretariat staff as relevant, may be invited to participate in SIMEC meetings. To facilitate effective meeting management, such participation will be advised to the Secretary of SIMEC as early as possible prior to commencement of the relevant meeting.

7.6 **Coordination with other CGIAR System accountability and assurance bodies**: Relevant members of the Shared Secretariat will participate in periodic consultations with other CGIAR assurance providers, including the Chair of the System Council's Assurance Oversight Committee, the CGIAR System Internal Audit Function, the System Council's Intellectual Property Group and such other stakeholders, for the purposes of seeking synergies and efficiencies, and ensuring the effective management of opportunities and risks according to the CGIAR System Risk Management Framework under the oversight of the System Council Assurance Oversight Committee.

8 Operations and Budget

8.1 **Location:** The Shared Secretariat will be located in Rome and will be hosted by and co-located with the CGIAR System Organization at a suitable location ensuring appropriate System Management Office presence. The CGIAR System Organization is responsible for providing appropriate office accommodation for the Shared Secretariat in a manner that ensures the day to day operational independence of the Shared Secretariat.

8.2 **Operational support:** The Shared Secretariat will draw on operational support provided through the System Management Office on areas not limited to procurement, human resources, and financial systems and processes. A key goal in the use of this operational support is to support increased overall efficiency in the delivery of System focused activities.

8.3 **Work plan:** The Shared Secretariat will operate according to a multi-year work plan with objectives and deliverables aligned to the CGIAR Business Plan. The multi-year work plan is prepared by the Head, Shared Secretariat under the direction of the ISDC

Chair, seeking inputs from the SPIA Chair, and in consultation with SIMEC, the System Organization, and where appropriate the Centers. A key focus of the consultation process is achieving alignment with the key objectives set out in successive CGIAR Business Plans. The Shared Secretariat work plan will be developed according to the format set for the CGIAR System's entities and functions, as coordinated by the System Management Office.[13] Any proposed major revisions to the approved Shared Secretariat workplan during a CGIAR Business Plan cycle must be approved by the System Council, based upon a review by SIMEC. For the avoidance of doubt, the System Organization does not determine the work plan priorities of the Shared Secretariat and does not oversee its implementation.

8.4 **Budget preparation and allocation of amounts between functional responsibilities:** The Shared Secretariat's budget for delivery of its functional responsibilities is prepared by the Shared Secretariat as an identifiably independent section of the multi-year consolidated System entities work plan and budget. The Head, Shared Secretariat will work in coordination with the Head, Finance of the System Organization to ensure presentation of the budget in line with the agreed format for System entity budgets and appropriate accounting for the administrative and staff costs of the Shared Secretariat according to System Organization policies and procedures. Within the Shared Secretariat budget, operational costs to deliver on the three functional responsibilities will be identified separately, such that there is clarity on the costs associated with delivering on the mandate of each of ISDC, SPIA and implementation of the CGIAR System's multi-year evaluation plan as approved by the System Council.

8.5 **Approval**: The System Council shall approve the workplan and budget for the Shared Secretariat as part of the System entities multi-year budget and work plan.[14] The budget for delivery of Shared Secretariat functional responsibilities will be met from the 'System Council' sub-group of System entity accounts. It will be paid from Unrestricted Funding as defined in the *Charter of the CGIAR System Organization.*

8.6 **Budget management**: Day to day management of the Shared Secretariat budget is the responsibility of the Head, Shared Secretariat under the oversight of the ISDC and SPIA Chairs, and SIMEC in respect of implementation of the evaluation work plan. Any material variations in the budget must be approved by the System Council taking into consideration inputs from the ISDC and SPIA Chairs, and the System Management Board.

9 Review of arrangements

9.1 **Periodic review of arrangements:** SIMEC will review the effectiveness of the organizational arrangements of the Shared Secretariat every three years in consultation with the ISDC and SPIA Chairs, Head, Shared Secretariat and the Executive Director of the System Organization, or at other time periods should capacity needs or other circumstances require, providing updates and

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[13] Article 6.1(u) of the CGIAR System Framework, and Articles 8.1(gg) and 11(y) of the Charter of the System Organization

[14] As for footnote 11

recommendations to the System Council to ensure optimal performance and arrangements.

Transitional arrangements

1. The 2019 calendar year will be a transition year for the new arrangement. In this year the best arrangement for having the Shared Secretariat in Rome will be found.