

## Terms of Reference Chair, CGIAR's Independent Science for Development Council ('ISDC')

### Background

1. The ISDC mandate comprises the following <sup>1</sup>, to be executed under the strategic oversight of the CGIAR System Council:
  - a. **Foresight** work to inform CGIAR's longer term research strategy;
  - b. **Horizon scanning** to provide analysis on how emerging trends and developments can be taken into account in CGIAR's work;
  - c. **Priority setting** exercises and analyses integrating both ex-post and ex-ante analyses;
  - d. Guidance for periodic **proposal assessment** processes; and
  - e. **Other functions**, on the strategic direction of CGIAR and the value of its research agenda.
2. Built on the principles of ensuring independence of advice; improved efficiency; improved communication; improved and systematic linkage between science and development through innovation and effective partnerships; and higher ownership and improved coordination of the advice by the System itself, the ISDC Chair's role is to lead and steward the ISDC's provision of world-class independent advice to the System Council.
3. The Chair of ISDC is appointed by the System Council based upon a merit-based, open and competitive selection process.
4. The Chair is appointed for an initial period of three years, with a one year assessment period for confirmation of continuation of the term. There will be the possibility to be renewed by decision of the System Council for one additional three-year term.

### Responsibilities of the Chair

5. In the context of the defined ISDC mandate, the Chair:

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<sup>1</sup> [https://www.cgiar.org/wp/wp-content/uploads/2018/10/TOR-ISDC\\_Approved\\_04Oct2018.pdf](https://www.cgiar.org/wp/wp-content/uploads/2018/10/TOR-ISDC_Approved_04Oct2018.pdf)

- a. Drives the articulation of an overall vision for ISDC, including how it relates to that of other advisory services functions (e.g. the Standing Panel on Impact Assessment('SPIA'), CGIAR System Internal Audit Function, and evaluation needs).
- b. Leads development of relevant processes for identifying demand for ISDC services from the System Council to guide ISDC workplans.
- c. Conveys to the System Council and appropriate stakeholder audiences, the ISDC's independent advice and recommendations on strategic issues, foresight, research priorities and the quality of the research programs.
- d. Maintains a close working relationship with the CGIAR System Council Chair and the System Management Board Chair and the Executive Director of the System Organization.
- e. Acts as an Active Observer of the System Council and the System Management Board unless she/he tasks another ISDC member to represent the ISDC.
- f. Responds to requests from the Chair of the System Council's Strategic Impact, Monitoring and Evaluation Committee ('SIMEC') to attend or send a delegate to SIMEC meetings and proactively to engage with SIMEC in discussions on outputs for discussion by the System Council.
- g. Chairs all meetings of the ISDC and represents all ISDC Members, unless she/he tasks another ISDC member to serve as a focal point on a matter.
- h. In consultation with members of the ISDC, allocates the workload of the ISDC between its members, ensuring that the ISDC discharges its independent advisory role in an effective manner.
- i. Engages regularly with the SPIA Chair, including through participation in SPIA meetings as appropriate (or delegating such attendance to another Council member).
- j. Together with the Director of the CGIAR Advisory Services Shared Secretariat ('Shared Secretariat'), ensures the effective management of Conflicts of Interest of ISDC members.
- k. After discussion with the Director of the Shared Secretariat on potential conflicts of interest and their effective management, responds to requests from Centers/science leaders to participate in activities organized by CGIAR Centers and/or research programs and platforms, where this can enhance the ISDC understanding of CGIAR at the operational level.

- l. Provides inputs to the Director of the Shared Secretariat for the development of the multi-year work plan and budget for the ISDC workstream of the Shared Secretariat, and the ISDC itself taking into consideration System Council guidance on priorities.
- m. Chairs the selection panel for the appointment of the Director of the Shared Secretariat.
- n. Serves as the operational reporting line of the Director, Shared Secretariat, regarding overall execution of the work plan and budget of the Shared Secretariat.
- o. Oversees the performance of the Director of the Shared Secretariat, through chairing a performance assessment panel, for the deliverables of the Shared Secretariat and liaises with the Executive Director of the System Organization regarding the annual performance report for the Director of the Shared Secretariat according to System Organization operational templates.
- p. As relevant participates in, or nominates a designate to, selection panels for the recruitment of Senior Officer positions in the Shared Secretariat.
- q. Contributes to the annual performance assessment on the staff of the Shared Secretariat through the Director of the Shared Secretariat.
- r. In consultation with the Director of the Shared Secretariat, contributes to decisions on the renewal or separation of Shared Secretariat staff.

### ISDC Chair competencies

- 6. **In addition to ISDC Member competencies, the ISDC Chair is expected to bring the following additional minimum competencies to the role:**
  - a. **Visionary with global perspective:** displaying strong ability to think strategically and analyze complex issues and be able to give clear recommendations and articulate priorities to support the System Council's discussions and decision making.
  - b. **Dynamic strategic leader with the capacity to develop and lead a panel of global experts:** Strong track-record in chairing a high-level panel or committee, or comparable leadership engagements.
  - c. **Relationship builder and constructive contributor:** Capacity to understand CGIAR and support the System's efforts to better align its work and thrive in the context of an ever-evolving dynamic environment.

- d. **Strong communication skills:** The Chair should be able to convey clearly to the System Council and other stakeholders the independent advice and strategic guidance it is providing.
- e. **Good judgment and being able to balance views:** A crucial element includes being able to manage and balance differing views and communicating alternate points in a way that brings out the respective merits of those views.

### Eligibility to serve as an ISDC Chair

- 7. The ISDC Chair serves in a personal capacity. As such, she/he will not represent the positions of, or seek or accept instructions from, any other party. The ISDC Chair will recuse her/himself from any matter falling within the ISDC mandate where they have an interest, affiliation or other factor that may create an actual or perceived conflict of interest, which cannot be mitigated in accordance with the ISDC Conflict of Interest Policy (which policy shall be consistent with any approved CGIAR policy on ethics and conflict of interest).
- 8. To maintain the integrity and independence of the ISDC, persons will not be eligible to be appointed to serve as the ISDC Chair if they are currently directly employed by any CGIAR entity or are currently serving on any CGIAR Center's Board of Trustees. As part of the practice of proactively managing potential or actual conflicts of interest, it is a requirement that any active involvement or previous linkage with CGIAR is declared at the time of application to become ISDC Chair, which involvement or linkage can then be assessed by the ISDC nominations panel. The successful candidate will be asked to sign an annual conflict of interest statement, which statement, as relevant to the specific circumstances, may include limits required to mitigate any actual or potential conflicts.

### ISDC Chair commitment and honorarium arrangements

- 9. The time commitment of the ISDC Chair is a maximum of 105 days per calendar year. Included in this time calculation is attendance at two System Council in-person meetings each year; two System Management Board in-person meetings each year; up to two in-person meetings of the ISDC each year. The average duration of such meetings will be 4 days.
- 10. The ISDC Chair receives an honorarium<sup>2</sup>, considered to be compensation for time spent, rather than a professional fee. The honorarium is calculated based on the estimated level of effort per work/task and currently stands at US\$1,000/day<sup>3</sup> (subject to change on the approval of the System Council). Travel expenses are paid through the Shared Secretariat in accordance with applicable policies.

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<sup>2</sup> As stated in the approved TOR of the ISDC (Article 7.5): "Where institutional arrangements of an individual ISDC member may require it, the CGIAR System Organization is authorized by the System Council to make payment of the value of the honorarium to an organization affiliated with a relevant ISDC member."

<sup>3</sup> Taken from 2019-2021 budget submission provided for ISDC, as approved by the System Council at its 7<sup>th</sup> meeting in November 2018.