

Communities of Practice:

A compilation of information on various mechanisms for collaboration across CGIAR Centers and other system entities

Purpose

The purpose of this note is to document various mechanisms for collaboration across the CGIAR system that are currently active in bringing together personnel from Centers, programs and other entities around key cross-system themes.

The table below presents highly summarized information on:

- i. The name of each system-wide collaboration mechanism
- ii. Basis of existence, operation and current known membership
- iii. Any current, or past, activities or responsibilities, and cross-reference to other key elements (e.g. risk)

Action Requested

The Board is invited to review and use this resource in support of deliberations and decision-making as needed.

Distribution notice:

This document may be shared without restriction.

Prepared by: CGIAR System Management Office

**This document is updated as information on the communities of practice becomes available or changes*

CGIAR System Collaboration Mechanisms (currently active¹)

Note the mechanisms are listed by alphabetical order

No	Mechanisms	Basis of existence, operation and composition	Any activities, responsibilities and links to key elements
1.	<u>Audit Committee Chairs</u>	<p><u>Current Convener:</u> Nancy Andrews</p> <p><u>Membership:</u> The Chairs of Audit Committees of CGIAR Center Boards of Trustees/Governing Boards</p> <p><u>Meetings:</u> Annual in-person for past four years (2017, 2018, 2019, 2020); 2020 in-person meeting 14&15 January 2020, Washington D.C Virtual meetings as required</p>	<ul style="list-style-type: none"> • Discussions on risk management framework • 4-point plan on assurance-key reference group • Working towards alignment of audit plans
2.	<u>Communications</u> Community of Practice	<p><u>Current Convener:</u>— <i>Co-convener to be nominated for 2020, and</i> Valerie Poiré, System Management Office Communications team</p> <p><u>Membership:</u> Membership generally includes the Heads of Communications of each Center and CRPs as well as the System Management Office Communications Manager</p> <p><u>Meetings:</u> Regular virtual meetings; in-person meetings when possible/needed; 2020 in-person meeting 21-23 January in Rome (joint sessions with RM CoP)</p>	<ul style="list-style-type: none"> • Sharing knowledge, tools and experiences • Planning collaborative and joint activities • Discussing key guidance for CGIAR branding • Link to Risks: 3. GMO/CRISPR; 4. Coherence in System-wide and System-focused communications; 7. Failure to deliver outcomes and impact; 12. Adaption to changing political contexts
3.	<u>Corporate Services Executive</u> (CSE) Group	<p><u>Current Convener:</u> Syon Niyogi (IWMI)</p>	<p>During 2019, the focus was on Financial Health Indicators, Indirect Cost Guidelines and financial reporting.</p>

¹ This document does not include those collaborative mechanisms which may have previously been in place or those which are not currently operating actively.

No	Mechanisms	Basis of existence, operation and composition	Any activities, responsibilities and links to key elements
		<p><u>Membership</u>: This group includes the Corporate Services Directors from Centers and the System Management Office, plus sometimes other personnel from Center finance departments. A Chair of the group is nominated from one of the Centers Corporate Services Directors.</p> <p><u>Meetings</u>: Generally 1 in-person CSE meeting per year (in 2019 there were quarterly virtual phone calls) Possible in-person meeting in September 2020</p>	<p>Links to Risks: R1. Security of our personnel; R5. Financial sustainability; R6. IT system integrity; R8. Inconsistent contracting policies; R9. Inconsistent employment policies; R10. Incoherent in-country approaches and hosting arrangements; R11. Financial Fraud R14. Partnerships - Due diligence on partners and funding sources; R15. Reserves policy and Center closure procedures; R16. Inconsistency in indirect costs across the system</p>
4.	<p><u>Governance</u> Community of Practice (Board Secretaries Group)</p>	<p><u>2020 Convener</u>²: Stacy Roberts (IFPRI) supported by Caitlin Hopper</p> <p><u>Membership</u>: Members include Board Secretaries for Center/Alliance Boards and of the System Management Board</p> <p><u>Meetings</u>: Primarily virtual meetings, in-person meetings held when opportunity arises (e.g. in 2018 around BOP)</p>	<ul style="list-style-type: none"> • Ongoing sharing of advice, best practice, tools and templates between members • Development and population of a Board database
5.	<p><u>Human Resources</u> Community of Practice</p>	<p><u>Current Convener</u>: Zarinah Davies (WorldFish)</p> <p><u>Membership</u>: Members include the Directors of Human Resources of CGIAR Centers and representatives of the System Management Office Legal and Office Services Unit</p>	<ul style="list-style-type: none"> • Delivery on 2019-2021 Business Plan Deliverables in 3 work streams: (i) CGIAR People Management Strategy; (ii) CGIAR GDI Framework and implementation plan; and (iii) CGIAR Ethics Framework • Single spine structure implementation and establishing common job families (by Birches)

² The 2020 Convener was identified after SMB16 and has been included in this version for updated information.

No	Mechanisms	Basis of existence, operation and composition	Any activities, responsibilities and links to key elements
		<p><u>Meetings</u>: Annual in-person as possible + regular virtual meetings Workshop planned 16-19 March 2020, Cali on CGIAR GDI Framework and implementation plan</p>	<ul style="list-style-type: none"> • Ethics hotline/ombudsman system taskforce • HR community input/contribution to establishment of Shared Services • Shared resources to take advantage of discounts, shorten procurement process and benefit from providers who are already familiar with the System including: (i) Employee Assistance Program (by AIARC); (ii) Joint staff engagement survey (Agenda Consulting); (iii) E-learning platform (Humentum); (iv) Automation of recruitment <p>Links to Risks: R1. Security of our personnel R8. Inconsistent contracting policies R9. Inconsistent employment policies</p>
6.	<p><u>Information and Communication Technology</u> Community of Practice</p>	<p><u>Current Convener(s)</u>: The ICT Business Partner of the CGIAR System Organization is the chair of the Steering Committee (Edouard Combey). The vice-chair is Percy Cabello (CIP)- elected from the Steering Committee members by a simple majority and serves a one-year term.</p> <p><u>Membership</u>: The Heads of ICT of the Centers, OSU and the System Management Office.</p> <p><u>Guided by</u>: ICT Shared Services Governance Charter</p>	<p>Links to Risks: R4. Coherence in System-wide and System-focused communications; R6. IT system integrity; R10. Incoherent in-country approaches and hosting arrangements</p>

No	Mechanisms	Basis of existence, operation and composition	Any activities, responsibilities and links to key elements
		<p><u>Meetings</u>: Annual in-person as possible + regular virtual meetings. Possible in-person meeting in May/June 2020</p>	
7.	<p><u>Internal Audit</u> Community of Practice</p>	<p><u>2020 CoP Convener(s)</u>: Richard Kocik (CIP, CIAT, IFPRI, Bioversity) and Swati Jain (ICRISAT)</p> <p><u>Membership</u>: Comprised of Heads of Center/Regional Internal Audit (HoIA) teams, and the Head of the CGIAR System Internal Audit Function as a non-voting member. A representative of the CGIAR System Internal Audit Support Service would have a standing invitation to meetings of the IA CoP unless otherwise advised by the Convener of the IA CoP.</p> <p><u>Guided by</u>: Terms of reference CGIAR IA CoP and Terms of reference CGIAR IASS</p> <p><u>Meetings</u>: Regular group calls and calls between Convener and Internal Audit Support Service and between IASS and members on specific center requests. An annual meeting for HoIA, if needed.</p>	<p>The Internal Audit Community of Practice is supported by the CGIAR internal Audit support services. The IASS makes an annual plan based on the following inputs</p> <ul style="list-style-type: none"> • Actions coming out of the AC chairs meetings (collective) • Actions and from the IA CoP as a collective (specific projects etc.) • Specific actions received from centers
8.	<p><u>Legal and Intellectual Property</u> Network (CLIPnet)</p>	<p><u>Convener</u>: <i>To be nominated for 2020</i></p> <p><u>Membership</u>: Members include Center Legal and IP focal points and members of the System Management Office Legal team.</p> <p><u>Guided by</u>: Requirement of the CGIAR Intellectual Asset Principles.</p>	<ul style="list-style-type: none"> • Sharing information and best practice • Supporting the CGIAR Intellectual Asset Principles and annual intellectual asset management reporting <p>Link to Risks: R2. Scientific fraud; R3. GMO/CRISPR; R10. Incoherent in-country approaches and hosting arrangements; R12. Adaption to changing political contexts; R13. Intellectual assets management and treaty</p>

No	Mechanisms	Basis of existence, operation and composition	Any activities, responsibilities and links to key elements
		<u>Meetings</u> : Annual in-person as possible + regular virtual meetings	compliance; R14. Partnerships - Due diligence on partners and funding sources
9.	<u>Monitoring, Evaluation and Learning</u> Community of Practice (MEL CoP)	<p><u>Current CoP Convener</u>: The new Steering Committee (agreed through voting by the MELCOP membership) for the next two-year term (2020-2021) is: Richard Alioma, Helen Altshul, Shaylyn Gaffney, Claudio Proietti, Tonya Schuetz.</p> <p><u>Membership</u>: Members include M&E specialists from Centers and CRPs and Program Unit of System Management Office</p> <p><u>Guided by</u>: Agreed Committee size of 5 with a quorum of 3 for all meetings.</p> <p><u>Meetings</u>: Annual in-person meetings (initiated in 2015) + monthly virtual meetings 2020 in-person meeting possibly in early October</p>	<p>For 2020, the MELCOP has identified priorities:</p> <ul style="list-style-type: none"> • Organizing bi-monthly webinars to share information and methodologies on MELIA approaches. • Finalizing MELIA Support Pack website with inputs from MELCOP and IA COP. • Continue working to bring data from MARLO and MEL together into CLARISA and the CGIAR dashboard. • Review experience and results of the Performance Standards Pilot in 2019 and provide input into finalizing the process for the full assessment in 2020; address issues of QA for AR2019. • Discussions on how to measure and evidence the policies common reporting indicator. • Discuss what indicators CRPs and other programs can use to show outcomes and impacts on climate and sustainability issues. • Keep abreast of global developments (in the international COP on scaling) and contribute knowledge and experience from the CGIAR as relevant. • Discuss methods and issues with estimating ex-ante uptake of CGIAR research (projected uptake indicator).
10.	<u>Research: CRP and Platform Leaders</u> Group	<p><u>Current Convener</u>: Michael Phillips (FISH), supported by Izabella Koziell (WLE) (the 2019 Convener)</p> <p><u>Membership</u>: CRP Directors and Platform Leaders</p>	<ul style="list-style-type: none"> • Management and delivery of the CGIAR shared agenda, including common mechanisms and procedures for planning (POWBs), financial

No	Mechanisms	Basis of existence, operation and composition	Any activities, responsibilities and links to key elements
		<p><u>Guided by:</u> Workplan of the Conveners</p> <p><u>Meetings:</u> Virtual meetings, plus annual Science Leaders meeting in June in Montpellier, which includes participation by the DDG-Rs' Group</p> <p>2020 in-person meeting on 2-5 June in Montpellier.</p>	<p>disbursement and management, reporting (MARLO, MEL, CLARISA, APR, Dashboard), and performance and results management (evaluations, impact assessments, Performance Management Standards).</p> <p>Link to Risks: R2. Scientific fraud; R3. GMO/CRISPR; R4. Coherence in System-wide and System-focused communications; R7. Failure to deliver outcomes and impact; R11. Financial fraud; R12. Adaption to changing political contexts; R13. Intellectual assets management</p>
11.	<p><u>Research: Deputy Director Generals</u> Group</p>	<p><u>Current Convener(s):</u> Oscar Ortiz (CIP) & Jacqueline Hughes (IRRI)</p> <p><u>Membership:</u> Deputy Director Generals for Research (DDG-R)</p> <p><u>Guided by:</u> Workplan of the Conveners</p> <p><u>Meetings:</u> Virtual meetings</p>	<ul style="list-style-type: none"> • Areas of common concern across Centers; for example, topics in 2019 included Research Standards, Research Ethics. <p>Link to Risks: R2. Scientific fraud; R3. GMO/CRISPR; R4. Coherence in System-wide and System-focused communications; R7. Failure to deliver outcomes and impact; R11. Financial fraud; R12. Adaption to changing political contexts; R13. Intellectual assets management</p>
12.	<p><u>Resource Mobilization</u> Community of Practice</p>	<p><u>Convener:</u> <i>Center Co-Chair to be nominated for 2020</i>; Co-Chairing by Funder and External Relations Director (System Org.)</p> <p><u>Membership:</u> Business Development, fundraising, donor relation staff from CGIAR Centers and System Management Office</p> <p><u>Guided by:</u> RM Strategy; Division of Responsibilities between the System and Centers/CRPs in Resource Mobilization (GA2)</p>	<p>Link to Risks: R4. Coherence in System-wide and System-focused communications; R5. Financial sustainability; R12. Adaption to changing political contexts</p>

No	Mechanisms	Basis of existence, operation and composition	Any activities, responsibilities and links to key elements
		<u>Meetings</u> : Regular virtual meetings; annual in-person when possible/needed; 2020 in-person meeting 21-23 January in Rome (joint sessions with Communications CoP)	
13.	Risk Management Community of Practice	<u>Current Convener</u> : Roberto Rocha (CIMMYT) for an initial one year term. <u>Membership</u> : Focal points for risk management from CGIAR Centers and the System Organization. <u>Guided by</u> : Terms of Reference <u>Meetings</u> : In-person meeting held in 2019; virtual meetings	2019 focus areas included (a) developing System-wide risk notification and reporting principles and guidelines, with additional focus on the need to (b) harmonize risk management approaches, including simplification of terminology, and (c) develop a System-wide risk register. All three remain focus areas for 2020.

Recognizing that there are numerous other forms of collaboration and collective action that may support work of Centers and research programs and platforms, a few additional collaborative mechanisms that have a cross-system focus and participation, include the following :

- Big data Communities of Practice [working closely with Data Management Task Force and Open Access Working Group]
- Gender Network [supported by Gender Platform; 2019 in-person meeting in April in Australia]
- Genetic Resources Policy Working Group [led by Michael Halewood; in-person meeting planned for 23-27 March 2020 in Rome]

Some ideas for activities across system-wide collaborative mechanisms include:

- Collection of more detailed information on the nature, scale and scope of collaborative mechanisms which is monitored and regularly updated to be available for effective planning of system-oriented initiatives.
- Establishing 'champions' for the collaborative mechanisms from CGIAR leadership to provide support and links to system processes.
- Mapping of operational collaborative mechanisms to current key system initiatives to show direct links and contributions (e.g One CGIAR implementation; 3-year CGIAR System Business Plans).