



Agenda Item 4

SC12-03

For endorsement of approach

Issued: 23 February 2021

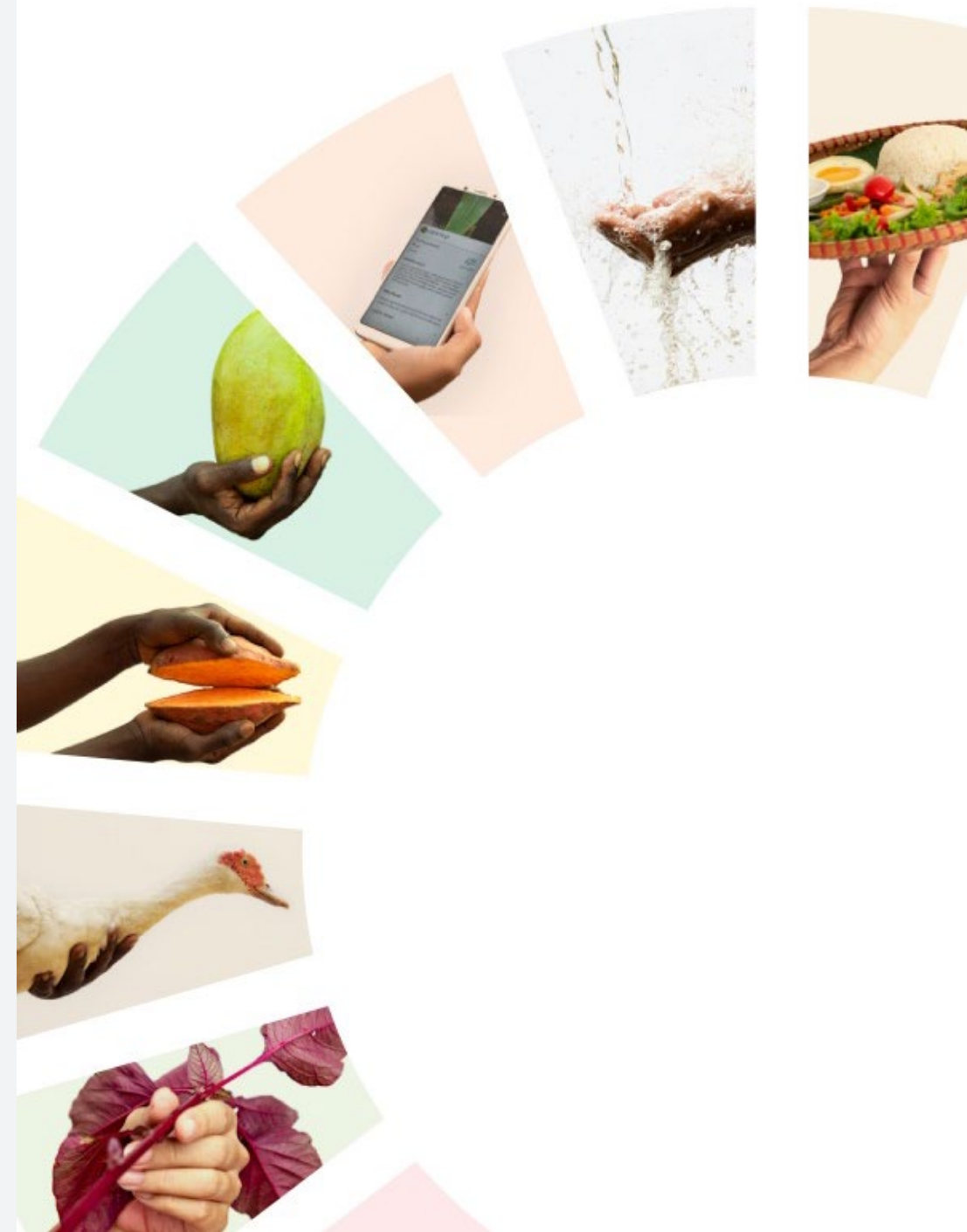
Embedding One CGIAR in system-wide key frameworks and governing instruments

Purpose: This document sets out a timetable and proposed approach to updating key frameworks and governing documents to delivery alignment with One CGIAR concepts.

Action Requested: The System Council is asked to endorse the approach outlined in this document.

Document category: Working document of the System Council. There is no restriction on the circulation of this document

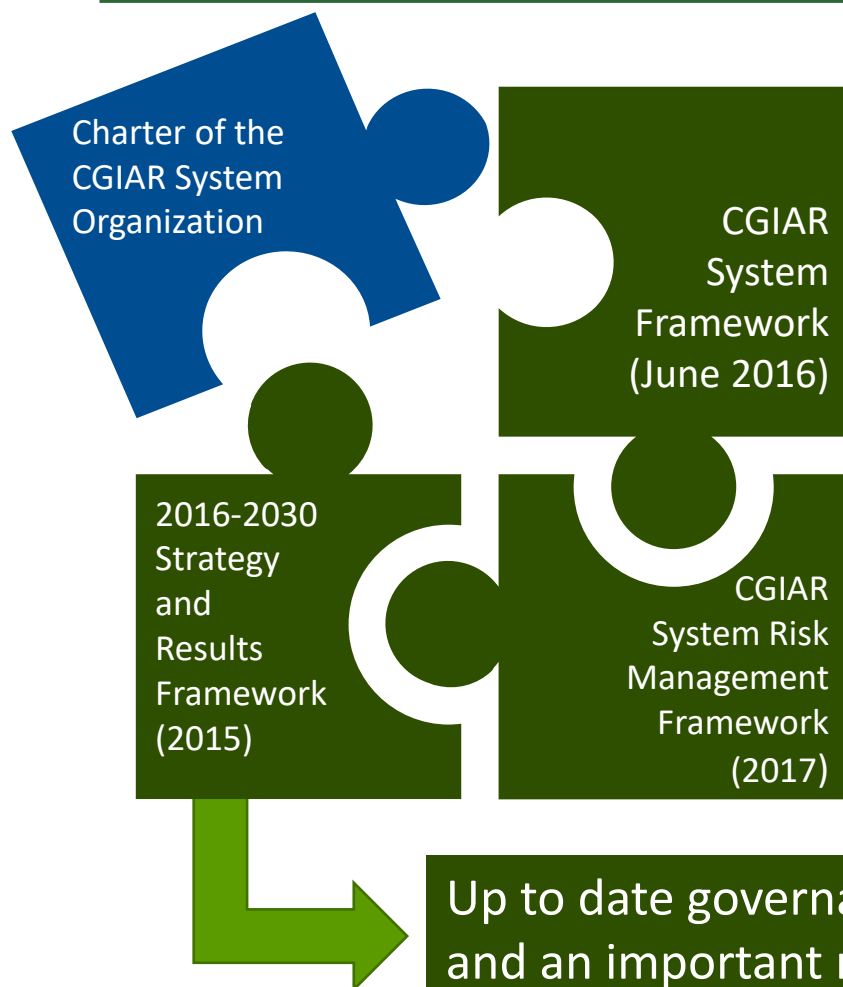
Prepared by: System Council Secretariat



1. Background

- At the SMB's 16th meeting (January 2020) the Board endorsed a [‘Stepwise approach’ towards Unified Governance](#), which envisaged a series of changes in CGIAR's system-wide governing instruments to embed One CGIAR.
- A key premise of the ‘step-wise’ approach was that **decision-making on changes to the Charter of the System Organization** (*and ultimately the CGIAR System Framework due to the repetition of many elements in the two documents*) **would be undertaken progressively when most relevant**, with cross-system consultation at each step.
- With strong progress on unified governance having been made, **it is appropriate to now take the next ‘step’**, which is to also refresh selected System Council approved documents to ensure alignment across CGIAR.

2. System Council documents to be considered in this process



Many of the key documents were approved in the 2015-2017 period.

- Nomenclature in many of these need refreshing in the context of One CGIAR (System Board, not System Management Board etc)
- Definitions require updating (e.g. adding new elements such as the CGIAR Executive Management Team)
- Risk Management Framework used ‘risk family concepts’ in the absence of common whole of CGIAR strategic goals
- CGIAR’s new Performance and Results Management Framework is intended to refresh the Results Framework in the SRF from 2022

3. As an example - Steps towards refreshing the CGIAR System Framework



Key areas of focus will include:

- Update relevant nomenclature (e.g. System Board not System Management Board)
- Embedding **One CGIAR unified governance** in the definition of a ‘CGIAR Research Center’ from 2022
- Bringing the **CGIAR Executive Management Team** to the System Council table as non-voting members to reflect the updated institutional structure, and introduce the representatives of a Board Chairs Network as observers)
- **Refreshing Article 6 on the role of the System Council** – to introduce new One CGIAR nomenclature and context (e.g. name of the science strategy, the role of the System Management Office, that need not to be so explicitly articulated in that new institutional structure)
- **Updating Article 8** (committee mandates) to refresh for a more integrated One CGIAR institutional structure (and less focus specifically on the System Organization’s efficiency, and more on how all of CGIAR’s operations are efficient and effective)

4. As an example - Steps towards refreshing the CGIAR System Risk Management Framework



- As a **initial approach**, CGIAR adopted in November 2017, a whole of CGIAR, risk management framework built on '5 risk families' due to the then complexity of linking CGIAR's key risks to key operational goals.
- This was built on the **construct of independent Centers**; the System Organization not being integrated into the institutional structure of One CGIAR; and not clear institutional goals of how the strategy will be implemented.

What is new: CGIAR is shifting towards operating as an interconnected partnership from a risk-management perspective

Thus, the need by end 2021 - Ensure that the CGIAR System Risk Management Framework has all the nomenclature and concepts instead of being a policy that exists in isolation. Concepts to include:

- New 2030 Research and Innovation Strategy and strategic objectives for the System
- New operational structure and the concept of Unified Governance and not individual governance
- Development on new key processes such as the new Performance and Results Management Framework (for 2022 and beyond) and stage-gating process introduced in 2021 as an initial approach

5. Timeline/approach for ‘next step’ amendments



The **inclusive partnership basis of CGIAR** is reflected in the consultative basis of how key governing, risk and strategic documents are approved. Outreach to the System Council will be included from April to October 2021:

Date/Event	Action
28-29 January 2021 (SB19)	System Board endorsed the approach to the 2021 calendar year amendment of key governing, risk and strategy documents
3-4 March 2021 (SC12)	Proposed approach presented to the System Council for endorsement
Across March and April 2021	Drafting of changes and clearing through a CGIAR legal drafting group
By mid-May 2021	Cross-CGIAR drafting consultations on a prioritized group of changes
June 2021	System Council approval, with operative effect from 1 July 2021 for relevant early amendments (role of EMT, nomenclature etc)
September – October 2021	Cross-CGIAR drafting consultations on the second group of changes
November 2021	System Council approval, with operative effect from 1 January 2022, for the final tranche of changes