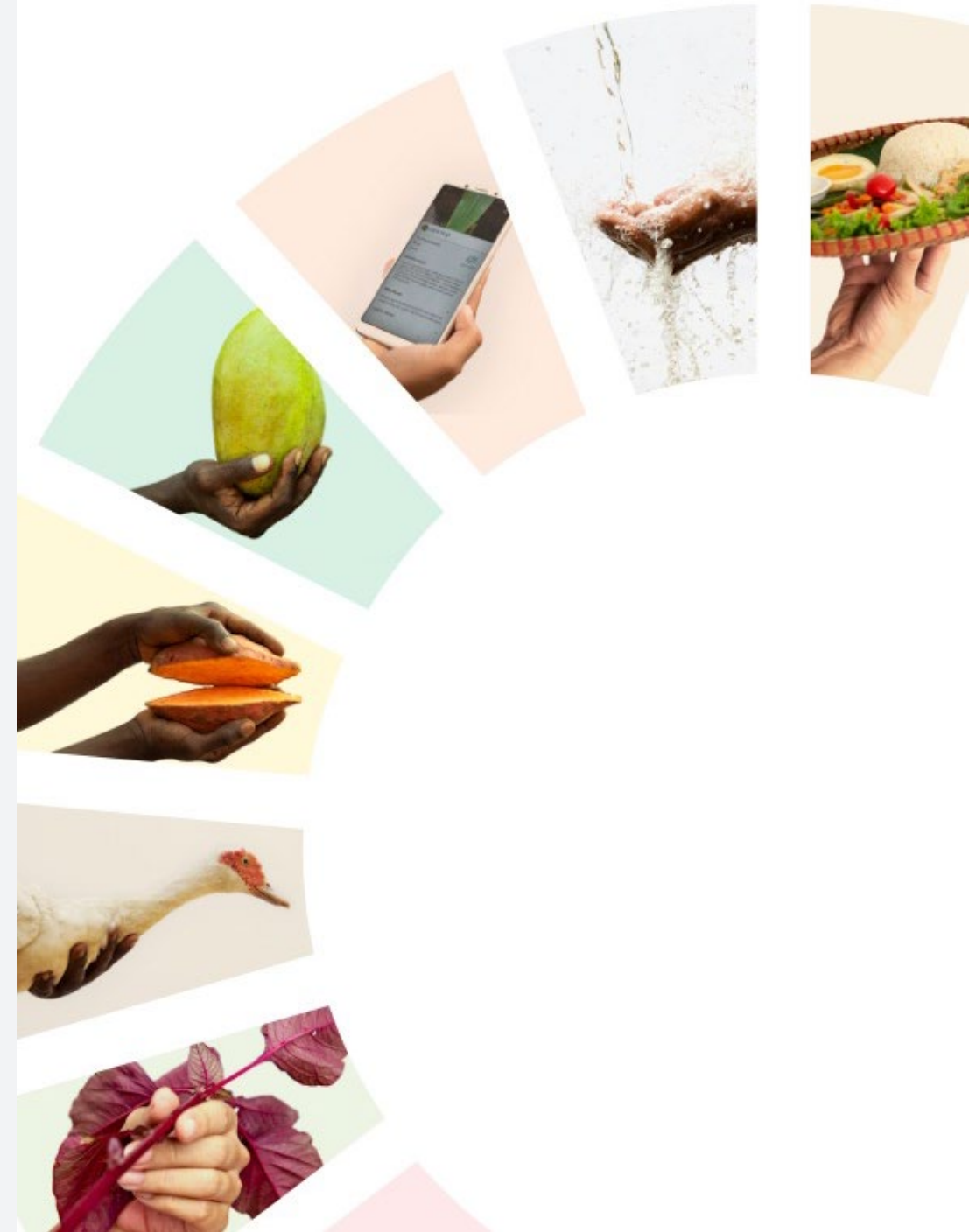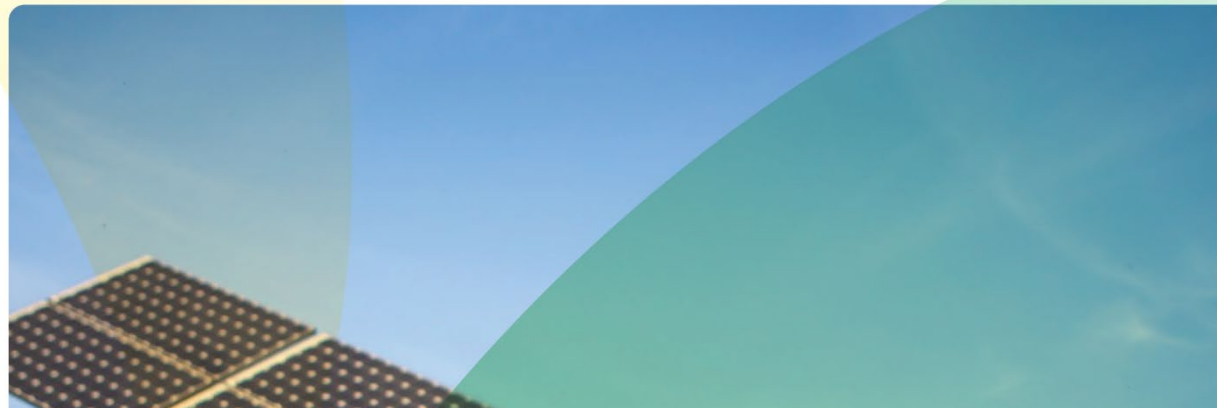**CGIAR**
Science for a food-secure future

Unified Governance Review Update

**System Council 19th Meeting
20-21 October 2023**

Actions to
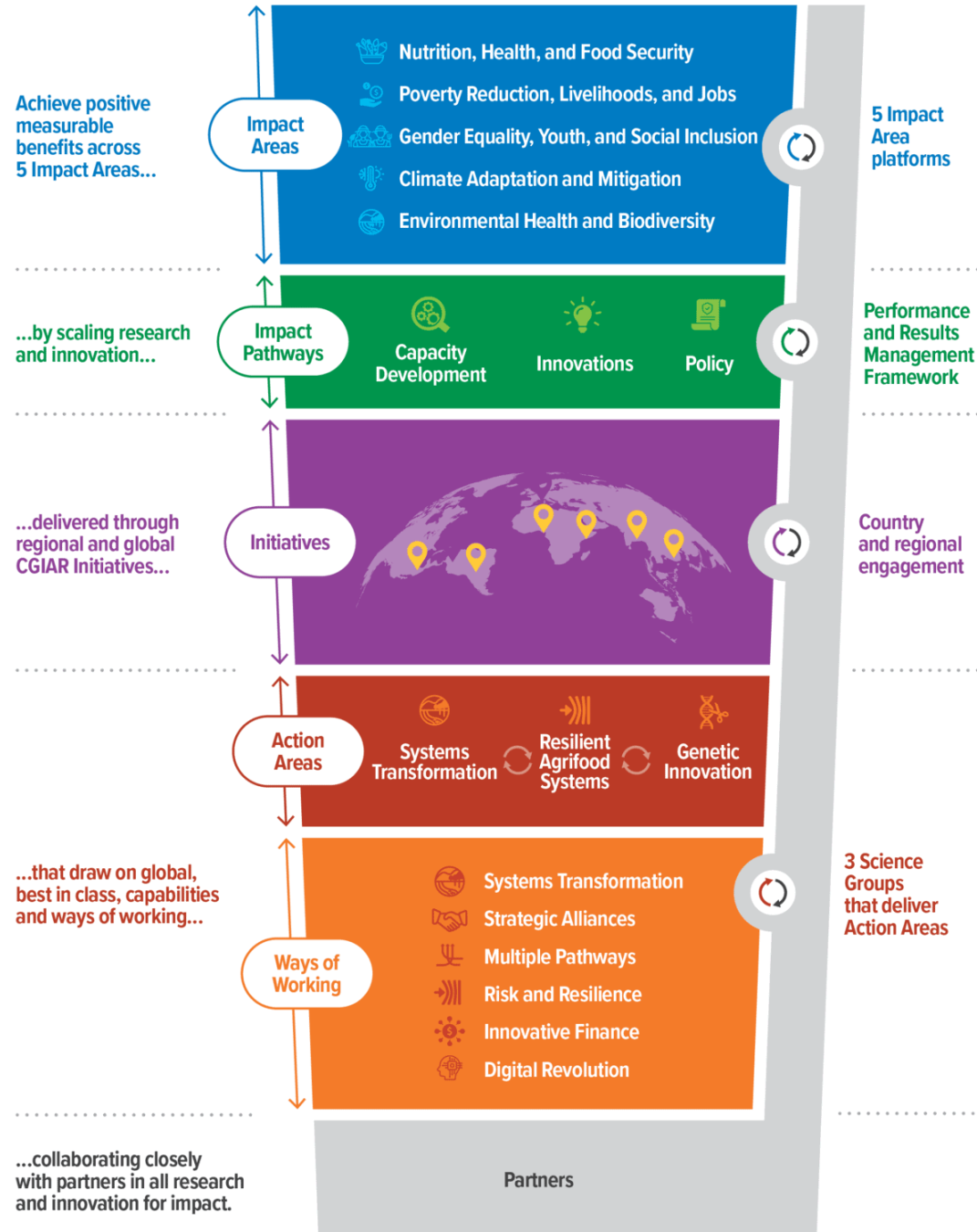# Transform Food Systems
Under Climate Change

TRUE NORTH

CGIAR research and innovation will:

Achieve positive measurable benefits across 5 Impact Areas...

Impact Areas
- Nutrition, Health, and Food Security
- Poverty Reduction, Livelihoods, and Jobs
- Gender Equality, Youth, and Social Inclusion
- Climate Adaptation and Mitigation
- Environmental Health and Biodiversity

5 Impact Area platforms

...by scaling research and innovation...

Impact Pathways
- Capacity Development
- Innovations
- Policy

Performance and Results Management Framework

...delivered through regional and global CGIAR Initiatives...

Initiatives

Country and regional engagement

Action Areas
- Systems Transformation
- Resilient Agrifood Systems
- Genetic Innovation

...that draw on global, best in class, capabilities and ways of working...

Ways of Working
- Systems Transformation
- Strategic Alliances
- Multiple Pathways
- Risk and Resilience
- Innovative Finance
- Digital Revolution

3 Science Groups that deliver Action Areas

...collaborating closely with partners in all research and innovation for impact.

Partners

Unleashing the full capacity of the One CGIAR by:

Moving from Unified Governance (with fatal flaws)….

to

Integrated Governance for an Integrated Partnership anchored by

Integrated (Aligned) Funding

Executive Summary:

- The intent of Chengdu will be best achieved by ***moving from unified governance*** (with voting majority common members) to ***integrated governance,*** fit-for-purpose for the integrated partnership enshrined in the IFA

- *A pragmatic way forward that can be achieved in a timely way - by refining and building on what works in current model*

- What's emerging as key elements of a recommended new design:
  - A reduced number of SB members on each Center board (2 SB members, one AFRC member) along with other members including host country members as defined by their own governing instruments;
  - An expanded number of SB members (11-13), with appointments made by the SC based on a nomination committee with broader representation;
  - The SB will now be the integrated partnership board, with governance of the full system, not just the System Organization;
  - Certain policies and operating agreements for the center boards will be required, with the center boards accountable to the SB for compliance;
  - The Roles of the SC and SB to be simplified, clarified, replacing a long list of tasks with few but broad roles and responsibilities taken by each;
  - Further definition of Partner Country roles in governance, such as providing input to the slate of potential SB members

= stakeholder event

The workshop in context - Project timeline (summarized)

We are here

Morrow Sodali/ CGIAR	Activity	May	June	July	August	1 Sep to 17 Sep	18 Sep to 1 Oct	2 Oct to 15 Oct	16 Oct to 29 Oct	30 Oct to 12 Nov	13 Nov to 26 Nov	27 Nov to 10 Dec	11 Dec to 24 Dec
CGIAR	Development of RFP; Tender process to select external independent reviewer	▨	▨										
Morrow Sodali	Document review, broad/diverse survey (200 stakeholders) and interviews (~80 stakeholders) undertaken			▨	▨	▨							
Morrow Sodali	Analysis of findings; creation of Issues & Concerns Inventory				▨	▨	▨						
Morrow Sodali/ CGIAR	**Multistakeholder Event - September webinar**						▨						
Morrow Sodali	Drafting & submision of draft Report						▨	▨	▨				
Morrow Sodali/ CGIAR	**Multistakeholder Event - October workshop**								▨				
Morrow Sodali	Delivery of independent report/recommendations (draft, then finalization) to Committee/IFA Parties									▨			
CGIAR	Development of proposed agreements based on workshop outcomes, informed by independent review's recommendations									▨			
Morrow Sodali/ CGIAR	**Multistakeholder Event - Virtual working/decision sessions**									▨			
CGIAR	Q4 Center Board meetings (decision-making)											▨	▨
CGIAR	Electronic decisions put to System Board & System Council (as required)											▨	▨

Workshop approach

- Purpose was 2-fold:
  - Provide very diverse, final input to Morrow Sodali's team for the development of their report to the committee
  - Initiate co-creation of the final governance design that will be fit-for-purpose to deliver impact at scale
    - Not intended to deliver final solutions but to agree on best option and as many specific elements as possible of that chosen option

- On-line (33 people) and in-person (52 people) for excellent diversity

- Day 1 focused on the best option; Day 2 focused on specific elements developed through break-out groups

- 8 groups created to address 8 categories across structure / process / incentives of the governance design

Ad Hoc Committee on Governance – Current Membership

Category	Member(s)
System Board	Neal Gutterson (Committee Co-Chair) Hilary Wild Shenggen Fan
Center Board Chairs	Kanayo F. Nwanze (Committee Co-Chair) Margaret Bath Roberto Lenton
Center Board Members appointed by Host Countries	Jorge Mario Diaz Luengas (Colombia) Leo Sebastian (Philippines)
System Council	Flora Mak (Canada) Christophe Larose (European Commission)
AFRC	Anne Eriksson

High-level conclusions & observations

- On day 1, there was strong consensus to focus on option 3 of those laid out by Morrow Sodali: refinement of the current model, while incorporating elements from the Federated model and the Global Governance model as needed

- On day 2, strong alignment on a number of elements for the refined governance based on 8 key areas – more integrated than unified by philosophy

- Recognition that the process map from here to year-end must be – and will be – clarified, with regular, clear communication to all.

- Recognition that the anticipated changes need to focus on elements within documents controlled by the parties, avoiding changes to HCAs, which largely are not about governance.

- Recognition that there will be some changes we can and should make by end-2023 – and others that can be implemented over the coming year

The 8 categories addressed

1. System Board & Center Board composition and nominations processes, and accountability

2. System Council & System Board role clarity & distribution

3. Culture & behavior: strengthening shared values & belonging

4. Common spaces for engagement amongst internal CGIAR stakeholders and amongst internal and external stakeholders

5. Integrated committee structure & functions

6. Decision making – what's integrated vs coordinated vs independent

7. Host (partner) country participation & relations

8. Incentives both financial & non-financial that motivate contribution to the global good

SC-SB key proposed changes from workshop

- Shift from task-orientation to roles/responsibility orientation for SC-SB relationship clarity
  - 50 tasks for SB; 32 tasks for SC → few major roles
- Shift SB from governance body of the SO to governance body of the integrated partnership as enshrined in the IFA
- Focus of SC on oversight of:
  - Strategy, prioritization, KPIs, finance, assurance
- What's not held by the SC is then the domain of the SB, which is accountable to the SC on SC oversight areas
- Clarity on the One CGIAR management role – responsible & reporting to the SB
- Increased engagement between SB and SC, regular bi-annual meetings

Next steps in the process
Completing governance refinement

- The UGR committee will develop and circulate the process plan, including defining the role of the "drafting group" – a small group that will work on final language – and report to the committee

- The drafting group will start working the week of Oct 23rd, delivering a first draft before the November 6th "drafting week"

- The drafting group will work in cycles with the large stakeholder group in the drafting week to refine language, have final language to incorporate in governing documents for the system

- November 10th circulation of that agreed language

- That language would be approved formally by all parties through appropriate processes by mid-December

- Where possible changes to governing documents should also be approved to enable full implementation in 2023

Open discussion

- Open floor for additional perspectives on the workshop and its outcomes

- Assure alignment and clarity on direction, and (key elements of) process map through year-end