Update on the implementation of the Integrated Governance Arrangements
Recommendations of the 2023 Unified Governance Review
Unified to Integrated Governance
Where we have been, where we are, where we are going

October 2023
Rabat workshop and SC19

By December 2023
Approval of UGR Memo by all IFA Parties + SC

January to June 2023
Implementation overseen by Sounding Board
Work continued on key areas for integration – and ICI Forum launched to systematize approach
IPB Nominations Process
Development of/consultation on revised Charter-Framework documents
The overall Approach
Three Pillars of implementation of integrated governance

- Implementation structured under three interconnected pillars
- All pillars benefit from Sounding Board guidance (*see next slide*) and guided by a plan of deliverables/decisions required

I
IPB established

II
ICI (Integrate, Coordinate, leave Independent) process

III
Governing instruments aligned
The Sounding Board

Role (summarized)

• Ensure that the Implementation pillars is resourced in a representative way with the appropriate expertise
• Provide guidance and make recommendations to the Implementation pillars in relation to progress, sequencing, prioritization or other queries arising
• Provide guidance and make recommendations on appropriate stakeholder consultation processes in relation to the deliverables
• Raise any anticipated changes to delivery timings or prioritization with stakeholder at the earliest opportunity.
• Ensure that timely notice is provided to the relevant decision-making bodies of forthcoming decisions to enact the Memorandum’s proposals.
• Provide regular reports (at a frequency to be determined) on the progress of implementation to the Boards of the IFA Parties, the System Council and the EMD.

Sounding Board membership

<table>
<thead>
<tr>
<th>Representing</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>System Board</td>
<td>Lindiwe Majele Sibanda</td>
</tr>
<tr>
<td>Centers</td>
<td>Elsa Murano</td>
</tr>
<tr>
<td>Roel Merckx</td>
<td></td>
</tr>
<tr>
<td>System Council</td>
<td>Rob Bertram (USA)</td>
</tr>
<tr>
<td>Sarah Schmidt (Germany)</td>
<td></td>
</tr>
<tr>
<td>Garba Sharubutu (Nigeria)</td>
<td></td>
</tr>
<tr>
<td>EMD’s Office</td>
<td>Ismahane Elouafi (EMD)</td>
</tr>
<tr>
<td>Guillaume Grosso (DEMD)</td>
<td></td>
</tr>
<tr>
<td>ICI Forum Co-Conveners</td>
<td>Juan Lucas Restrepo</td>
</tr>
<tr>
<td></td>
<td>Essam Mohammed</td>
</tr>
</tbody>
</table>
Pillar 1 - Report from the Nominations Committee
Nominations Committee of the System Council

Reference Document:
CGIAR Memorandum on Governance Recommendations was approved by all signatories to the CGIAR Integration Framework Agreement and the System Council in December 2024.

Governance Document:
Terms of Reference of the Nominations Committee of the System Council, approved by the System Council on 20 March 2024 (SC/M19/EDP6).

Mandate:
The Nominations Committee, a key standing committee of the System Council, plays a crucial role in the governance structure. It is responsible for presenting nominees to the System Council for membership of the Integrated Partnership Board (IPB) and proposing the required competencies and diversity profile of the IPB for approval by the System Council.
Membership

- Nine members nominated from their respective constituencies were approved by the System Council on 28 March 2024 (SC/M19/EDP7).

- An independent member was appointed on 23 April 2024 (SC19/M19/ED9).

- The Integrated Partnership Board Chair or predecessor participates as an ex officio non-voting member.

- Terms: Three years

---

Membership of Nominations Committee of the System Council

<table>
<thead>
<tr>
<th>#</th>
<th>Category</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>System Council</td>
<td>Ruben Echeverria</td>
</tr>
<tr>
<td>2</td>
<td>System Council</td>
<td>Gary Jahn</td>
</tr>
<tr>
<td>3</td>
<td>System Council</td>
<td>Christophe Larose (Co-Chair)</td>
</tr>
<tr>
<td>4</td>
<td>Host Country</td>
<td>Juan Bernardo Orozco Sanchez</td>
</tr>
<tr>
<td>5</td>
<td>Host Country</td>
<td>Prof. Dr. Aileen Tan Shau Hwai</td>
</tr>
<tr>
<td>6</td>
<td>Host Country</td>
<td>Dr. Fikru Regassa</td>
</tr>
<tr>
<td>7</td>
<td>GAC</td>
<td>Kanayo F. Nwanze</td>
</tr>
<tr>
<td>8</td>
<td>GAC</td>
<td>Akica Bahri</td>
</tr>
<tr>
<td>9</td>
<td>GAC</td>
<td>Helen Hambly (Co-Chair)</td>
</tr>
<tr>
<td>10</td>
<td>Independent</td>
<td>Andrew Homer</td>
</tr>
<tr>
<td>11</td>
<td>Ex-officio non-voting member (SB Chair)</td>
<td>Lindiwe Sibanda</td>
</tr>
</tbody>
</table>
Duties of the Nominations Committee of the System Council

9.3 “Determine a nomination process for IPB membership,…..”

9.3.1 The Committee may decide to openly advertise and/or use external service providers to facilitate the search.

9.3.2 In the event that external service providers are used to support the nomination process, the Nominations Committee will approve the appointment of a service provider.

- The Committee developed a timeline for implementing their duties.
- The Committee decided to roll over from the System Board to the Integrated Partnership Board members who indicated their intention to continue serving- 5 members (SB Chair, AFRC Chair, 3 SB members).
- The Committee reviewed and approved an IPB member profile and sent it to the System Council for approval (SC/M19/EDP10).
- The Committee agreed to use a service provider to ensure transparency and equity in the process.
- The Committee approved the contracting of SRI Executive to assist the Committee with the search process (SC/NCSC/EDP1).
Duties of the Nominations Committee of the System Council

9.6 The Committee will also recommend to the System Council for approval the **remuneration** and **travel policies** of the IPB and its committees and advise on any other IPB-related protocols, as requested by the System Council.

- The Committee agreed that in advance of new remuneration arrangements being developed/approved, the current remuneration level would remain in place.

- The Committee also decided to request the System Council’s authorization to hire an executive firm to review the remuneration level of the Integrated Partnership Board in 2025.
## Nomination Process

<table>
<thead>
<tr>
<th>STAGE</th>
<th>ORIGINAL TIMELINE</th>
<th>PROPOSED REVISED TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IPB CANDIDATE SELECTION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shortlisting</td>
<td>Mid-May 2024</td>
<td><strong>6-24th June</strong></td>
</tr>
<tr>
<td>Interviews</td>
<td>Late-May 2024</td>
<td><strong>8 – 14th July</strong></td>
</tr>
<tr>
<td><strong>COMMITTEE DECISION &amp; REPORTING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slate Selection for SC Approval</td>
<td>3 June 2024</td>
<td><strong>18th July</strong></td>
</tr>
<tr>
<td>Report &amp; Candidate Slate to SC</td>
<td>5 June 2024</td>
<td><strong>22nd July</strong></td>
</tr>
<tr>
<td><strong>SC APPROVAL REQUEST</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slate Review &amp; Decision</td>
<td>11 June 2024 (SC20)</td>
<td><strong>24th July 2024</strong> (virtual)</td>
</tr>
<tr>
<td><strong>NEXT STEPS (AFTER SC APPROVAL)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Background Checks</td>
<td>Upon Candidate Selection</td>
<td>Upon Candidate Selection</td>
</tr>
<tr>
<td>BCN Notification &amp; Center Board Selection</td>
<td><strong>TBD</strong></td>
<td><strong>TBD</strong></td>
</tr>
</tbody>
</table>
Requests to the System Council

The System Council is requested to review the NCSC’s report, and if thought appropriate agree the following action points to be taken forward:

- **Request the NCSC** to operate in accordance with its proposed revised timeline for decision-making on IPB membership, including:
  - A revised delivery date of a slate of IPB nominees of Monday 22 July 2024; and subsequently;
  - The proposal to convene a virtual, extraordinary System Council meeting session to decide on the slate of nominees, on Wednesday 24 July 2024; and
- **Request the NCSC** to proceed with selection of an external firm to be contracted by the System Organization in line with its procurement and contracting policies) to review the remuneration (honorarium) of the Integrated Partnership Board members.
Pillar II – The ICI Forum
## Progress towards integration on key identified areas
**Internal Audit, External Audit, Ethics & Business Conduct**

<table>
<thead>
<tr>
<th>Internal Audit</th>
<th>External Audit</th>
<th>EBC</th>
</tr>
</thead>
<tbody>
<tr>
<td>• High-level options for integration developed by IA Community of Practice in Q1 2024</td>
<td>• In 2023 - request for proposals to seek interest and bids for a single provider of external audit services for all CGIAR legal entities.</td>
<td>• EBC developed draft options on integration for consideration by the AFRC in Q1 2024</td>
</tr>
<tr>
<td>• AFRC discussed at 8 April meeting; recommended to “accelerate integration of the IA function across CGIAR, with defined mandates and clear reporting lines for maintaining independent and objective assurance.”</td>
<td>• Bids did not meet quality/cost expectations - AFRC agreed to pause but encouraged Centers appointing for 2024 audit to draw on work undertaken</td>
<td>• Explored range from full structural integration to integrated/ cooperative blend across component parts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Shared with AFRC for its 8 April meeting</td>
</tr>
</tbody>
</table>
Elsewhere – integration also progressing on other topics
Some highlights (non-exhaustive)

• To be delivered in 2024 - Development of Digital and Data Platforms
  • CGIAR360: Data Integration and Analytics (Data as a Service) Platform
  • MyCGIAR: Employee engagement and Integrated user Digital Experience Platform
  • Websites development Platform: websites Factory

• People & Culture including GDI
  • Q1 2024 – 4th collection of GDI data since 2020 and launch of several cross-CGIAR programs, including the Wellbeing & Me campaign, Connect@CGIAR, Mentoring@CGIAR, Inclusive Leadership Bite sized video learning Module.
  • Pilot in 2023 – continuing in 2024 - Inclusive Leadership and Respectful Workplace training programs
  • Launched in December of 2023, it concluded in February of 2024 – CGIAR 2023 workforce engagement survey - 60% response rate against the 41% response rate of the previous cross-CGIAR engagement survey. Launching a shared survey has allowed to save the CGIAR collectively USD 70,500.
  • Launch in Jan 2024 following 2023 pilot - Common online Learning tool (Bookboon)
Bringing together existing integration efforts
Using ICI framework to ensure alignment to Principles and drive continuous improvement

Non-exhaustive examples of existing and in progress areas of integration/coordination

These cover many typologies – and will be mapped/reviewed for ICI prioritization

Digital & Data – Development of 2025-2030 Digital Transformation Strategy

AIARC – providing payroll, benefits, insurance, and retirement

IT Support inc. OCS Operational support Unit, CGNET, Software Licenses

Shared Journal Subscriptions and memberships

Shared Regional Internal Audit Units

BMGF grant – digital/comms/engagement

IPS (Integrated Professional Services) analysis

Alliances and Tri-Center operational integration

Dynamic Map

- Interactive tool that maps business processes and services across the main functional areas of the Integrated Partnership
- Maps their current status in terms of integration or coordination efforts already in place or in development.

Purpose:
- To identify opportunities for, and facilitate prioritization of, development of business cases for integration or coordination.
- Ensure that existing efforts are well documented and valorized.
- To identify existing Integrated Partnership-level policies – or where these are required
The ICI Forum

ICI Process (Pillar 2)

✓ A **robust and durable approach** to identification, prioritization and implementation of integration and coordination across CGIAR

✓ A way to **bring together and systematize existing integrated/coordinated efforts** (without pausing or discouraging what is already underway)

✓ **Center-led and consensus-driven** – supported by expertise from across the Centers and by Communities of Practice, CGIAR global and ad hoc groups

✓ Structured around **business cases** to objectively assess rationale for an approach against a set of agreed principles

✓ A dynamic approach based on **continuous improvement**

✓ A clear pathway to **identification of CGIAR policy needs**

---

**ICI Forum TOR and Agreed ICI Principles provided separately as resource documents for SC20**

*Definitions of 'ICI' (Integrated, Coordinated and Independent) being finalized and will be shared in advance of SC20*
ICI PROCESS ROLES

ICI FORUM
- All DGs, DEMD as Observer

ICI DELEGATES
- Experienced/senior staff member from each Center

CGIAR COPs + Global/ad hoc groups
- Expertise from all across CGIAR

Roles:
- Identification of business processes/services for potential integration/coordination
- Co-creation of business cases working with Delegates

Roles:
- Creation/stewardship of Dynamic Map
- Co-creation of business cases working with COPs/global/ad-hoc groups
- Modification of Business Cases as required based on ICI Forum feedback

Roles:
- Agree ICI Forum TOR, Principles, Definitions, and Criteria
- Oversee creation of Dynamic Map
- Regular meetings to review and prioritization of Business Cases
- Discussion/troubleshooting on issues if one or more Centers not in agreement
- Submission of agreed Business Cases to EMD
# ICI Forum timeline

<table>
<thead>
<tr>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ICI Forum established</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6 prototype business cases identified – priorities from UGR Memo; other quick wins in key areas</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Development of Dynamic Map and AI tools for collation/analysis of ongoing efforts</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Approve definitions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1st ICI Forum workshop (30 June) – deep dive on prioritization of processes/services (‘big wins’ and ‘quick wins’) for integration/coordination – and development of business cases</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deadline for 6 prototype business cases</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Post workshop – phase of intensive - development of business cases for identified areas over Q3&amp;4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2nd ICI Forum workshop (Q4 – date TBC) – round of prioritization of processes/services and review/development of business cases</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Iterative review/refinement of dynamic map and integration/coordination efforts</td>
</tr>
</tbody>
</table>

### 2025 onwards

- ICI Forum established
- TOR agreed
- ICI Principles agreed
- Development of ‘white papers’ on 3 priority areas (IA/EA/EBC) to inform business case development
- 6 prototype business cases identified – priorities from UGR Memo; other quick wins in key areas
- Development of Dynamic Map and AI tools for collation/analysis of ongoing efforts
- Approve definitions
- 1st ICI Forum workshop (30 June) – deep dive on prioritization of processes/services (‘big wins’ and ‘quick wins’) for integration/coordination – and development of business cases
- Deadline for 6 prototype business cases
- Post workshop – phase of intensive - development of business cases for identified areas over Q3&4
- 2nd ICI Forum workshop (Q4 – date TBC) – round of prioritization of processes/services and review/development of business cases
- Iterative review/refinement of dynamic map and integration/coordination efforts
Identification and Prioritization of opportunities

Six business cases currently underway

**Internal Audit**
*Championed by:* Michael Gerba (COO, ILRI)

*Key collaborations/input from:* Internal Audit COP; AFRC

**External Audit**
*Championed by:* Syon Niyogi (COO, IWMI-WF-IRRI)

*Key collaborations/inputs from:* Business Ops and Finance COP/group; AFRC

**Ethics & Business Conduct**
*Championed by:* Esther Carrillo (Legal Counsel & Director of Legal, CIMMYT)

*Key collaborations/inputs from:* EBC; Risk Management COP; AFRC

**Cybersecurity**
*Championed by:* Victor Guardia (Alliance GD, Business Ops & Finance)

*Key collaborations/input from:* Digital & Data global group; ICT COP

**Intellectual Property**
*Championed by:* Sravanti Vedula (Senior Officer, Innovation Management, ICRISAT)

*Key collaborations/input from:* Legal/IP Focal Points

**Recruitment**
*Championed by:* Anne Heese (Head of HR, IWMI)

*Key collaborations/input from:* People & Culture COP

Prototype:
Define formats; typologies of business cases aligned to ICI Principles

Review and refinement of templates/approaches

Continuous learning and improvement to inform future business cases and refine existing ones
Evolution of ICI
An iterative process – Continuous improvement

Processes and services that remain independent may still be guided by Integrated Partnership policies or guidelines.
Pillar III – Governing Instruments
Joint SC-SB Working Group on the respective roles of the System Council and IPB

Background and Aims of the joint Working Group

- Building on pre-meeting between SB and SC ahead of the Rabat Workshop:
  - avoid duplication of roles
  - ‘lift up’ level of descriptions of tasks: clear and strategic

- UGR Memo provided that SB Chair would consult with SC: revision of functions of the System to have only key functions and broad responsibilities.

- SC and SB Chairs agreed on 20 May: small working group to discuss and bring a proposal for System Council consideration

Before on-boarding of next IPB

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patrick Caron</td>
<td>System Board Vice Chair</td>
</tr>
<tr>
<td>Shenggen Fan</td>
<td>System Bord Member</td>
</tr>
<tr>
<td>Renaud Seligmann</td>
<td>System Council Voting Member – World Bank</td>
</tr>
<tr>
<td>Jonathan Wadsworth</td>
<td>Advisor to the System Council Chair</td>
</tr>
</tbody>
</table>
Joint SC-SB Working Group on the respective roles of the System Council and IPB

Principles (summarized) that underpin proposals

- Assumption: Through Integrated Partnership
  - Centers multiply impact
  - Centers trust IPB, to which accountable for fulfillment of mutually agreed Partnership-level strategy, policies and activities

- On accountabilities
  - IPB accountable to Centers for overseeing System Organization in discharging functions best conducted at Partnership level
  - SC relies on IPB as a single source of accountability on behalf Integrated Partnership.

- Governance: provide and build upon transparency, clarity, trust and confidence across multi-partnership institutional setting made of independent and yet interconnected partners

- SC, IPB and Center Boards are integral to the functioning of the governance system and respective roles will be respected
Only one final decision-maker for any role/responsibility, to ensure clear lines of accountability

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
<th>Chronology of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommend</td>
<td>Responsible for gathering facts, analyzing information and preparing a proposal for the final decision-maker, and obtaining the required advice, clearances, and concurrences.</td>
<td></td>
</tr>
<tr>
<td>Concur</td>
<td>Responsible for reviewing the entire proposal. Without an agreement from the Concurrer, the proposal cannot be sent to the final decision-maker.</td>
<td></td>
</tr>
<tr>
<td>Approve</td>
<td>Responsible for considering the entire proposal and making a decision – and accountable for that decision.</td>
<td></td>
</tr>
<tr>
<td>Area</td>
<td>Decision</td>
<td>Final approver (in green)</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>Vision and Strategic Direction</strong></td>
<td>Approval of the Strategy and Results Framework and of strategic priorities</td>
<td>IPB concurrence</td>
</tr>
</tbody>
</table>
| **Governance**               | Appointment, suspension and termination of IPB members; and approval of KPIs against which IPB reports and SC assesses IPB performance  
  Approval of IPB members' remuneration  
  Appointment and performance of EMD  
  Establishment, appointment of membership of, advisory bodies (ISDC, IAES, SPIA)  
  Approval of advisory bodies' budgets/workplans  
  Approval of CGIAR Policies that are strategic, system-wide and critical to maintaining the reputation of the CGIAR System  
  Approval of any other CGIAR Policies in accordance with IPB's procedures for the adoption of CGIAR Policies  
  Approval of Integrated Partnership-level internal audit arrangements  
  Appointment of System Organization external auditor  
  Approval of System Organization annual financial statements  
  Receive assurance from IPB of compliance with, CGIAR Policies and effective use of funds across Integrated Partnership | IPB System Council concurrence |
| **Partnership Engagement**   | Approval of partnership strategy and engagement framework                                                                                                                                                                                                                                                                                   | IPB concurrence           |
| **Resource Mobilization**    | Receive adequate assurance from IPB on use of funding                                                                                                                                                                                                                                                                                    | IPB concurrence           |
| **Financial and Programmatic Performance** | Approval of proposals for the CGIAR Portfolio  
  Approval of overall financial plan incl. CGIAR System costs  
  Approval of annual financial and programmatic reporting | IPB concurrence           |
| **Evaluation**               | Approval of Independent Advisory & Evaluation Service’s evaluation plan  
  Commission evaluations of effectiveness & efficiency of Integrated Partnership  
  Approval of ex post impact assessment plans (SPIA)                                                                                                                                                                                                                                | IPB prior input           |
Joint SC-SB Working Group on the respective roles of the System Council and IPB

Key proposed adjustments compared to Memo

**Regarding strategy and partnership engagement:**
- IPB as the final decider on the SRF, strategic priorities, partnership strategy and engagement framework, following the SC’s concurrence.
- Allows the IPB to own the strategy, be accountable for it, and attract talent.
- Management would submit the strategy to the SC first (for concurrence), and then to the IPB (for approval).

**Regarding advocacy:**
- Add that the IPB oversees the development by the System Organization and delivery of CGIAR advocacy plans, and share any advocacy concerns with the System Council.

**Regarding governance:**
- Proposed to amend the provisions on CGIAR Policies subsequently once the CGIAR Internal Rules Framework is developed and agreed, and for now only adapt the current language to ‘concur’/ ‘approve’ for consistency.
  - SC continues to approve CGIAR Policies that are strategic, system-wide and critical to maintaining the reputation of the CGIAR System, following the IPB’s ‘concurrence’.
  - IPB continues to approve other CGIAR Policies.
  - Specify that the IPB provides assurance of compliance with CGIAR Policies to the SC.
- SC as the final decider on the SO annual audited financial statements, following the IPB’s concurrence.

**Regarding resource mobilization:**
- Clarify that both the SC and the IPB review and provide input on the resource mobilization strategy and plan proposed by the EMD.
### Status of activity on Charter/Framework revisions and Internal Rules Framework development

#### System Framework & Charter

- **GWG tasked to prepare a single set of amendments to the Framework and Charter to enact the provisions of the UGR Memo – and instructed to follow the Memo as closely as possible without introducing new changes**
- **Drafts completed by 24 April. Shared for consultation with the SC/SB/Centers on 22 May (deadline given 5 June).**
- **Status at COB 7 June:**
  - 188 points of feedback received from 23 stakeholders
  - GWG has worked through around one-third of it so -and is continuing this week. They need to come back to the task again after SC20.
  - Some feedback broader than governance– e.g. feedback to redefine what our “Partners” means, amending our purpose and mission etc
- **GWG recommends to leadership:**
  - That to complete the task in a sensible timeframe, proceed with governance related updates, and come back to broader points of feedback at another time
  - On that basis – **two weeks required after SC20 to fully revise drafts**

#### 2. Internal Rules Framework

- **GWG also worked on a draft of the CGIAR Internal Rules Framework (IRF)**
- **Draft 1 provided that, to be considered approved, all common internal rules required approval by all IFA Parties – effectively giving any Center or the SO a veto.**
- **Following an initial review – it was suggested that the GWG reflect on whether there is scope to take a more flexible approach regarding the approval process**
- **GWG reviewing revised draft this week**
- **Next steps to approval:**
  - Sounding Board review – 24 June
  - ICI Forum review – by early-July
  - Consultation with Center Boards, IPB, SC – by end-July
  - Approval by all IFA Parties – target 1 September
## Proposed Next Steps on Pillar 3
(linked to Pillar 1 revised timeline)

<table>
<thead>
<tr>
<th>Date (s)</th>
<th>Task</th>
<th>By whom</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 June</td>
<td>Outputs of joint SB-SC working group and SC20 feedback on drafts sent to GWG to incorporate in revised Framework/Charter drafts</td>
<td>SC Secretariat on behalf of SC</td>
</tr>
<tr>
<td>14 - 24 June</td>
<td>Outputs of joint SB-SC working group and SC20 feedback on drafts shared with Centers for comment to inform finalization</td>
<td>GWG on behalf of SB-SC</td>
</tr>
<tr>
<td>17 – 28 June</td>
<td>GWG finalizes drafts of Charter/Framework, accountability matrix of all feedback received plus responses/rationale and cover note to accompany decision</td>
<td>GWG</td>
</tr>
<tr>
<td>1 – 5 July</td>
<td>Sounding Board review/clearance to issue proposed final Framework/Charter for decision</td>
<td>Sounding Board</td>
</tr>
</tbody>
</table>
| 8-22 July  | Decision-making on final versions of Framework  
*Affirmative votes required from all of SC, SB and 2/3rds of all CGIAR Centers* | SC; SB; Centers                              |
| 22 July    | Issue of proposed IPB slate by the Nominations Committee of the System Council                | NCSC                                         |
| 23 July    | Effective date of new versions of Charter-Framework                                           | N/A                                          |
| 24 July    | IPB appointment decision by SC                                                                  | SC                                           |
| 1 August   | Proposed start date of new IPB                                                                  | IPB                                          |