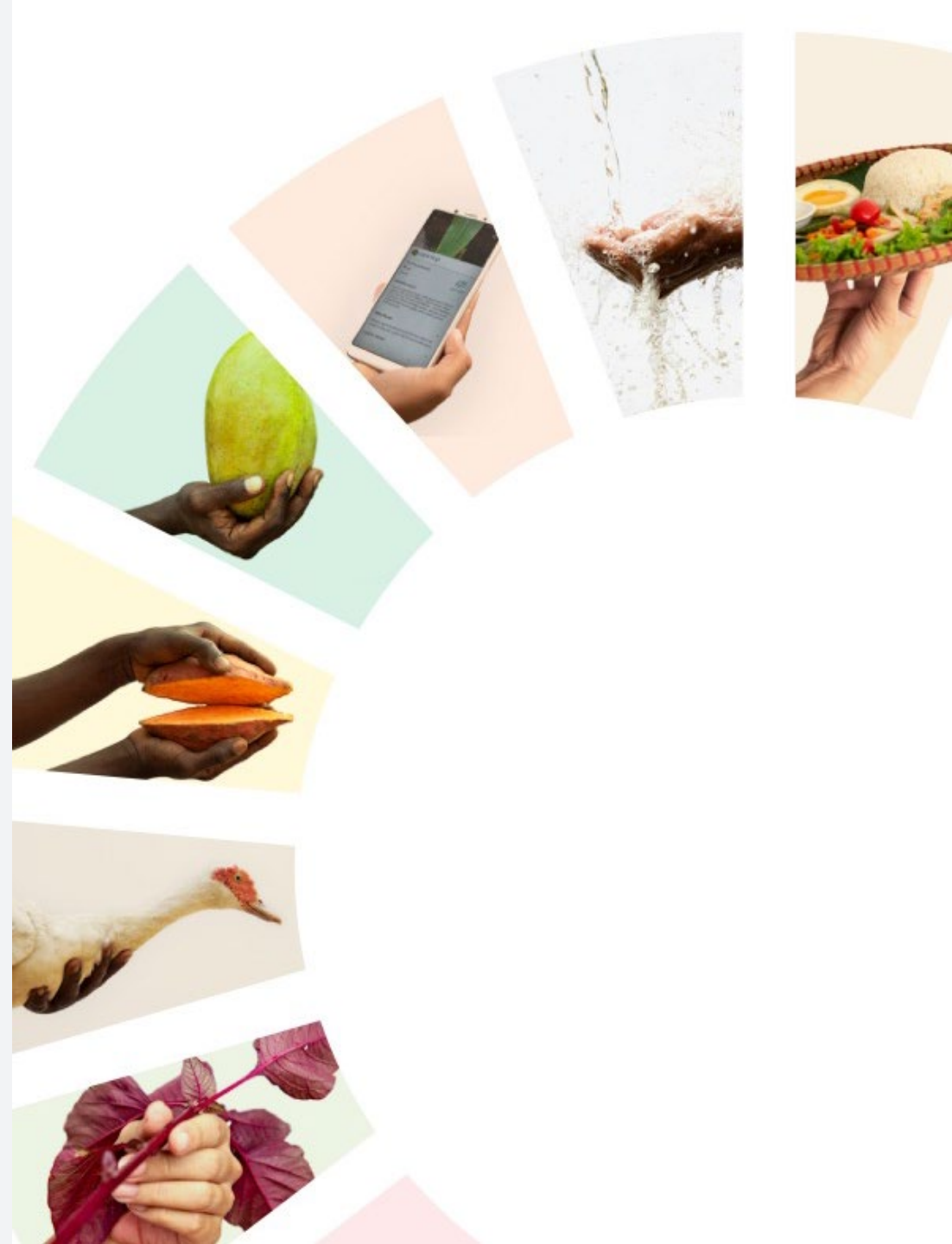




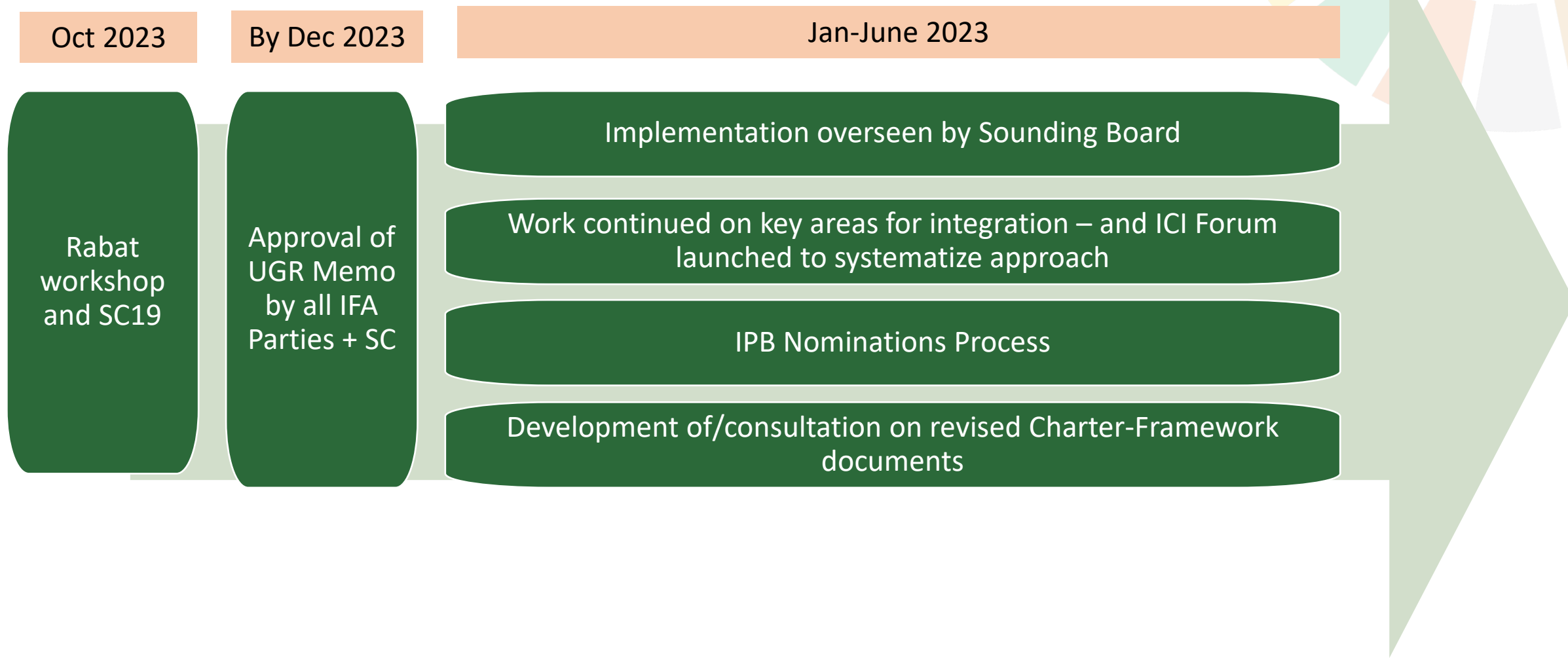
SC20 Agenda Item 7
Presentation
Version: 11 June 2024

**Update on the implementation of the
Integrated Governance Arrangements**
Recommendations of the 2023 Unified Governance Review



Unified to Integrated Governance

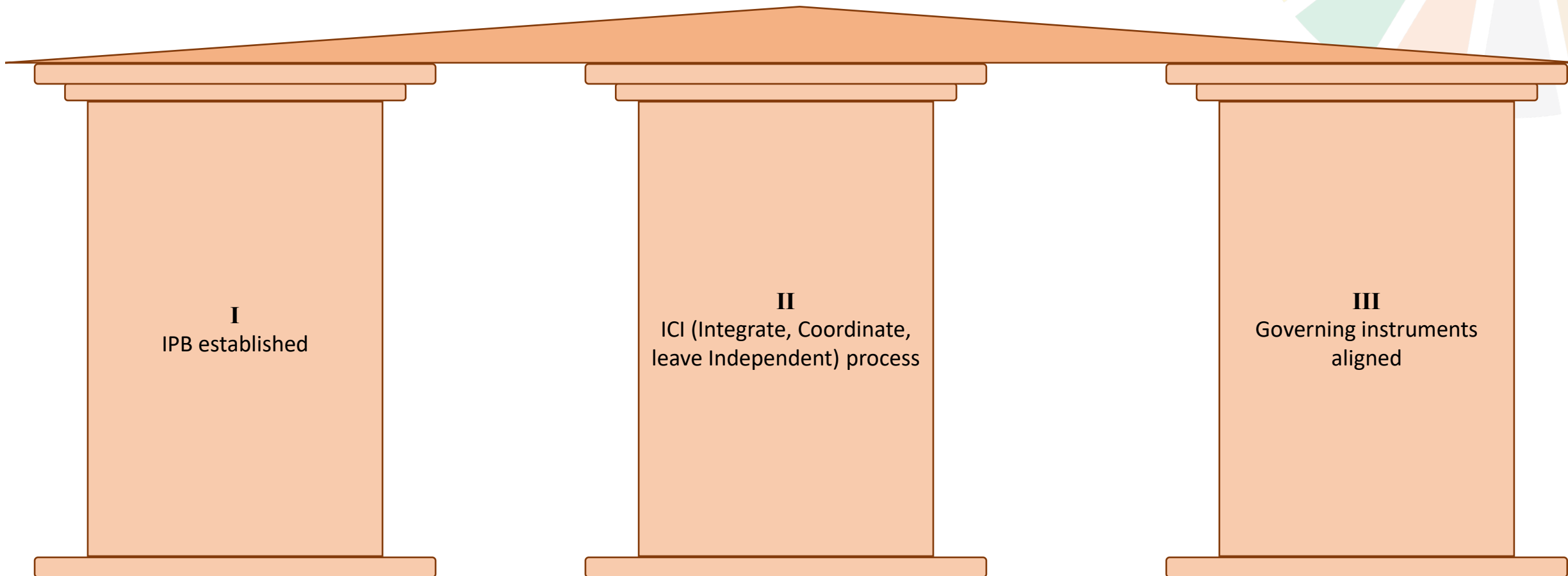
Where we have been, where we are, where we are going



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



The Sounding Board

Role (summarized)

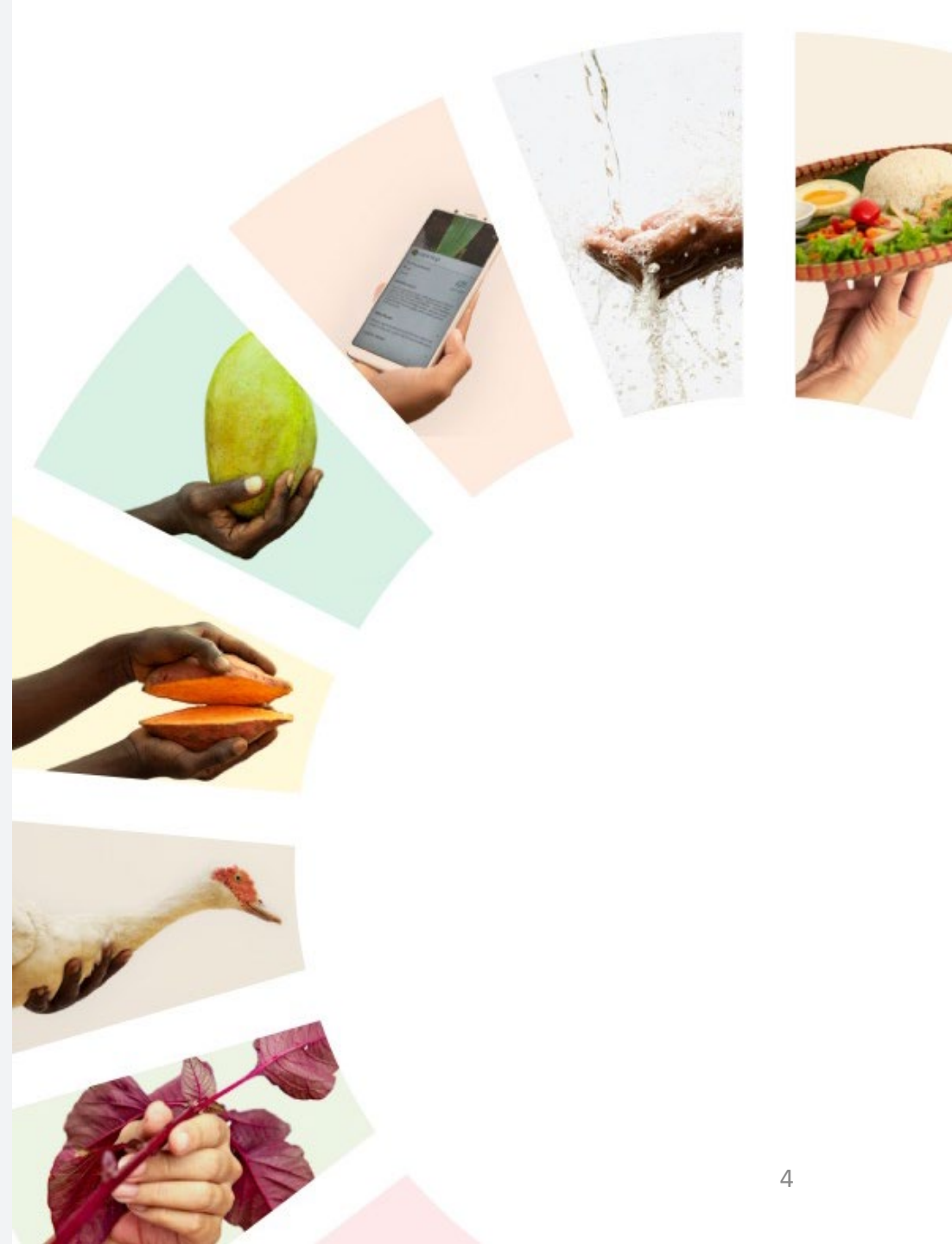
- Ensure that the Implementation pillars is resourced in a representative way with the appropriate expertise
- Provide guidance and make recommendations to the Implementation pillars in relation to progress, sequencing, prioritization or other queries arising
- Provide guidance and make recommendations 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

Representing	Representative
System Board	Lindiwe Majele Sibanda
Centers	Elsa Murano
	Roel Merckx
System Council	Rob Bertram (USA)
	Sarah Schmidt (Germany)
	Garba Sharubutu (Nigeria)
EMD's Office	Ismahane Elouafi (EMD)
	Guillaume Grosso (DEMD)
ICI Forum Co-Conveners	Juan Lucas Restrepo
	Essam Mohammed



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

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

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

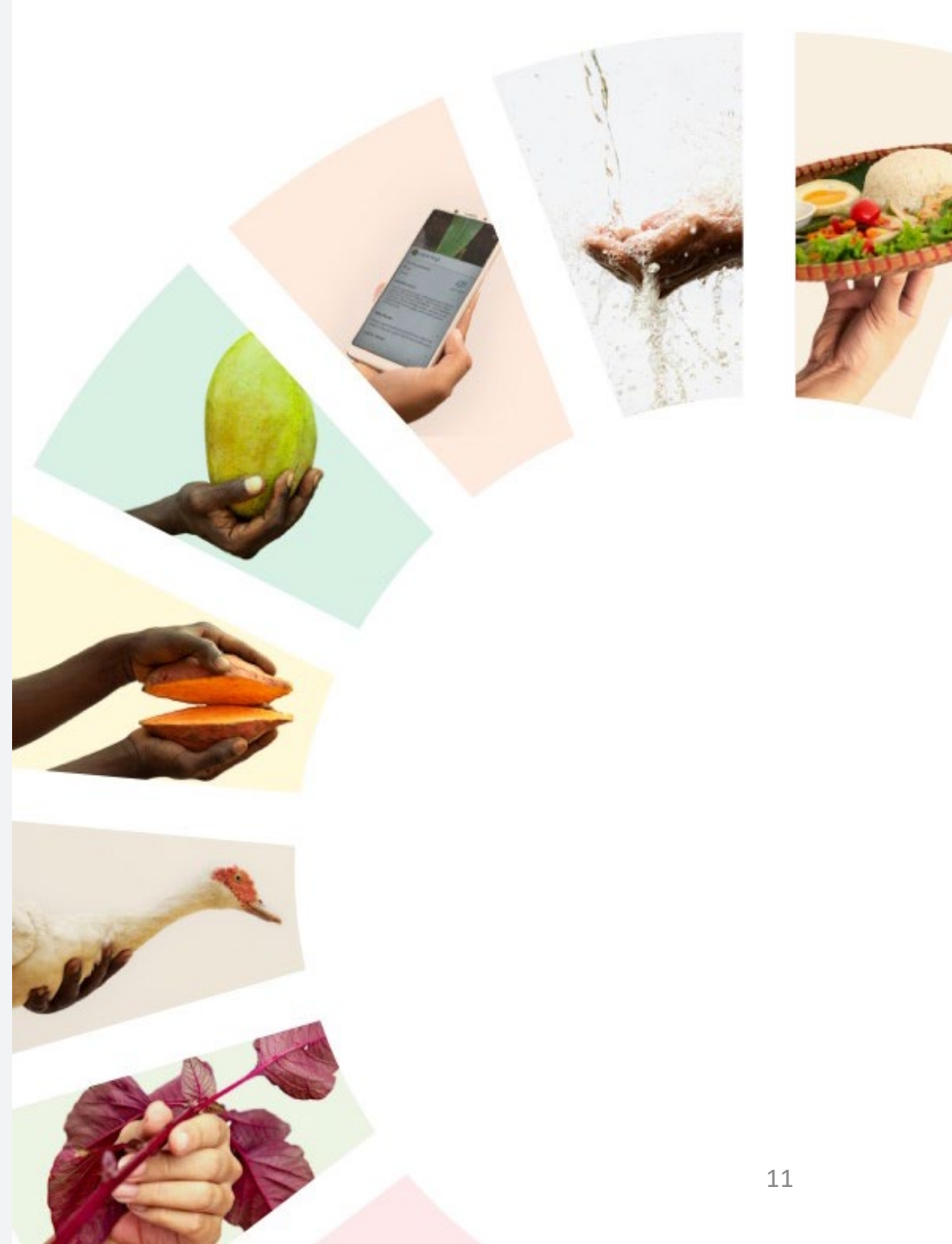
STAGE	ORIGINAL TIMELINE	PROPOSED REVISED TIMELINE
IPB CANDIDATE SELECTION		
Shortlisting	Mid-May 2024	6-24TH June
Interviews	Late-May 2024	8 – 14th July
COMMITTEE DECISION & REPORTING		
Slate Selection for SC Approval	3 June 2024	18th July
Report & Candidate Slate to SC	5 June 2024	22nd July
SC APPROVAL REQUEST		
Slate Review & Decision	11 June 2024 (SC20)	24th July 2024 (virtual)
NEXT STEPS (AFTER SC APPROVAL)		
Background Checks	Upon Candidate Selection	Upon Candidate Selection
BCN Notification & Center Board Selection	TBD	TBD

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



Internal Audit

- High-level options for integration developed by IA Community of Practice in Q1 2024
- 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.”*

External Audit

- In 2023 - request for proposals to seek interest and bids for a single provider of external audit services for all CGIAR legal entities.
- Bids did not meet quality/cost expectations - AFRC agreed to pause but encouraged Centers appointing for 2024 audit to draw on work undertaken

EBC

- EBC developed draft options on integration for consideration by the AFRC in Q1 2024
- Explored range from full structural integration to integrated/ cooperative blend across component parts
- Shared with AFRC for its 8 April meeting

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



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

*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*



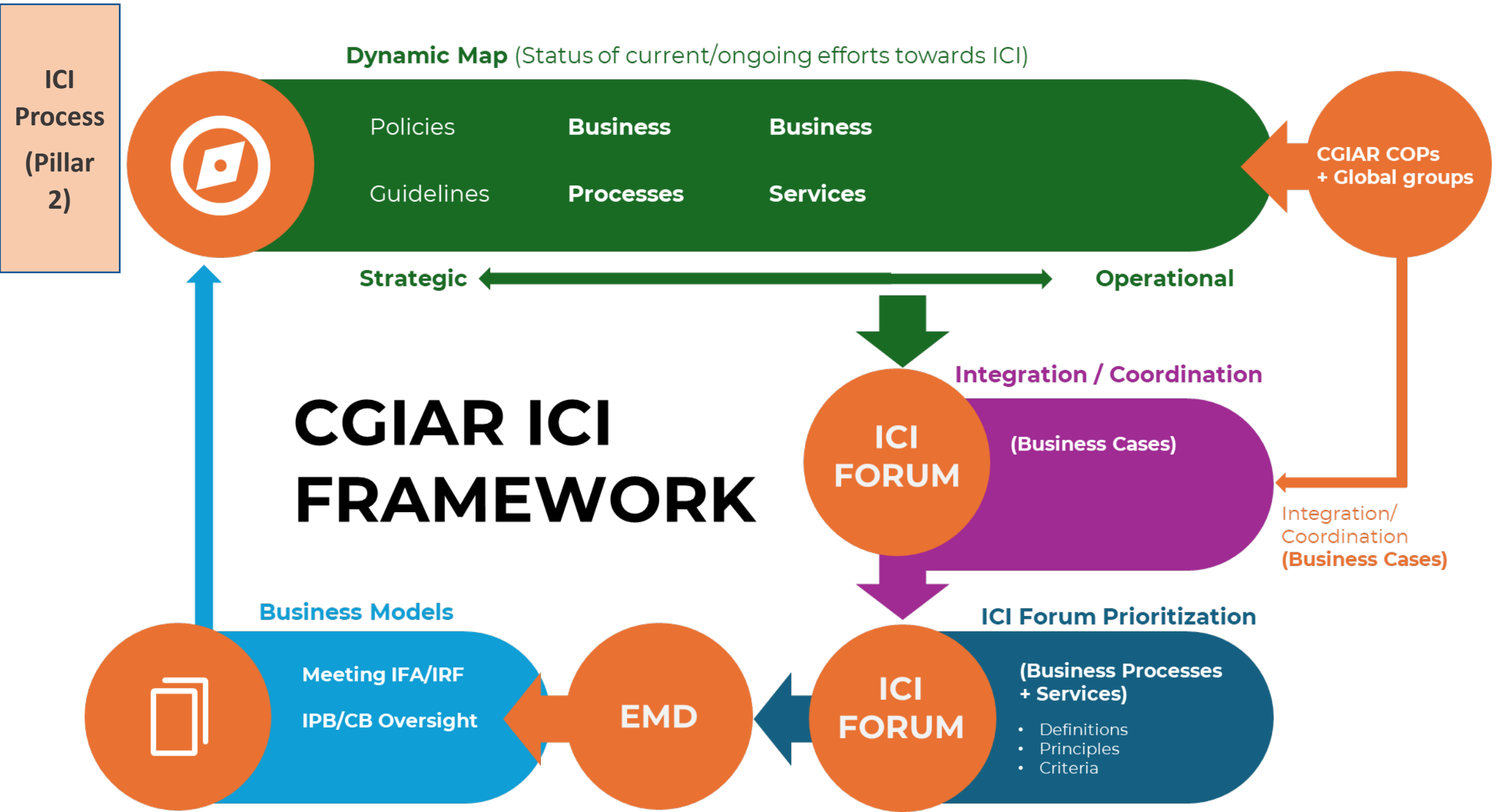
The ICI Forum

ICI Process (Pillar 2)

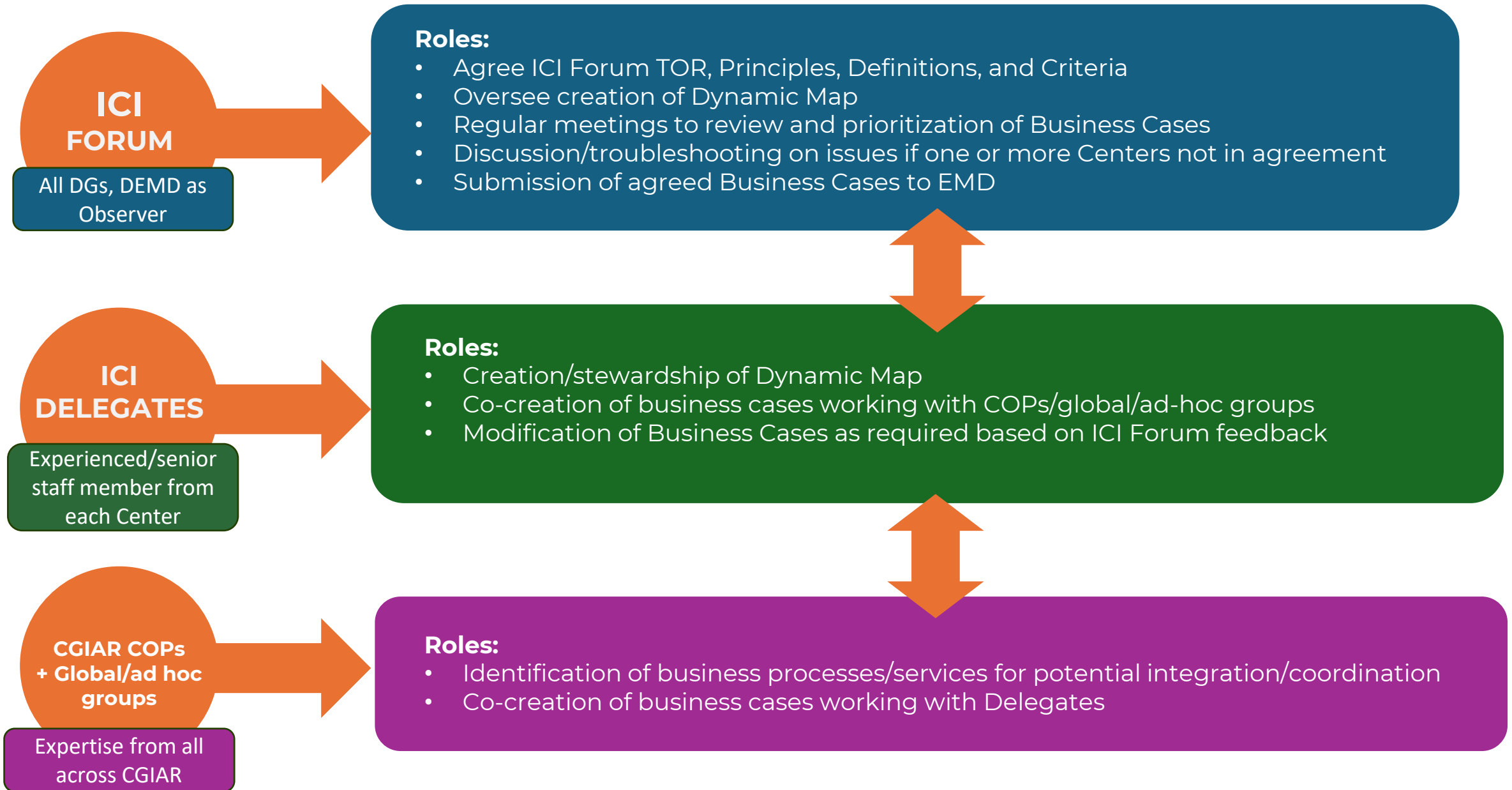
- ✓ A **robust and durable approach** to identification, prioritization and implementation of integration and coordination across CGIAR
- ✓ A way to **bring together and systematize existing integrated/coordinated efforts** (without pausing or discouraging what is already underway)
- ✓ **Center-led and 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**

Agreed ICI Principles

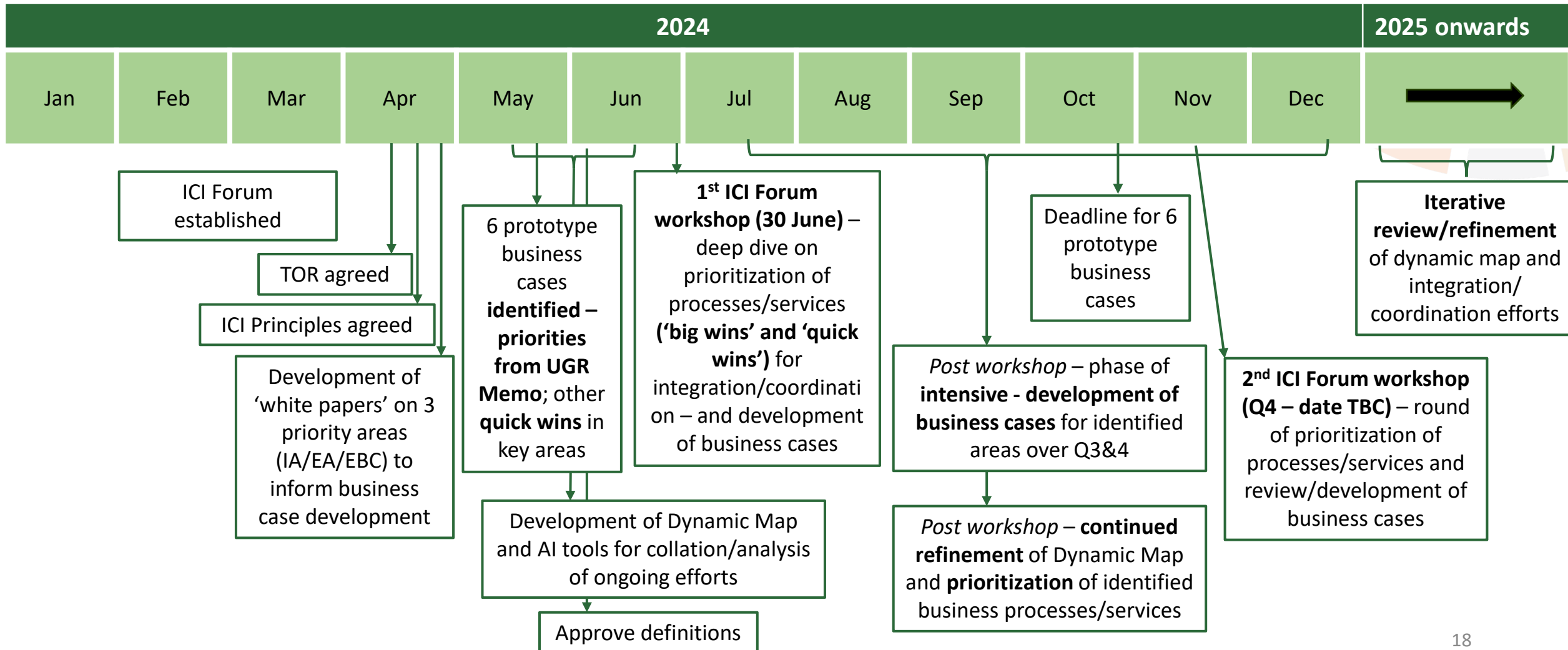
- i. Value for Money
- ii. Transparent & Inclusive Decision-Making
- iii. Accountability & Outcome-Oriented Focus
- iv. Adaptive & Flexible Approach
- v. Autonomy for Innovation
- vi. Strategic Alignment and Complementarity
- vii. Stakeholder Engagement & Synergy



ICI PROCESS ROLES



ICI Forum timeline



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

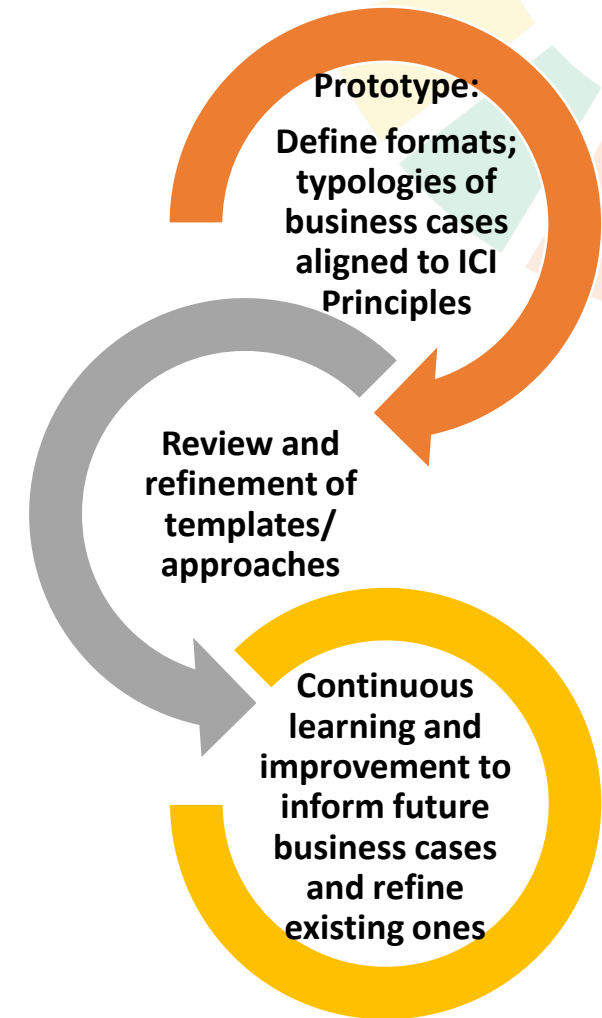
Championed by: Sravanti Vedula (Senior Officer, Innovation Management, ICRISAT)

Key collaborations/input from: Legal/IP Focal Points

Recruitment

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

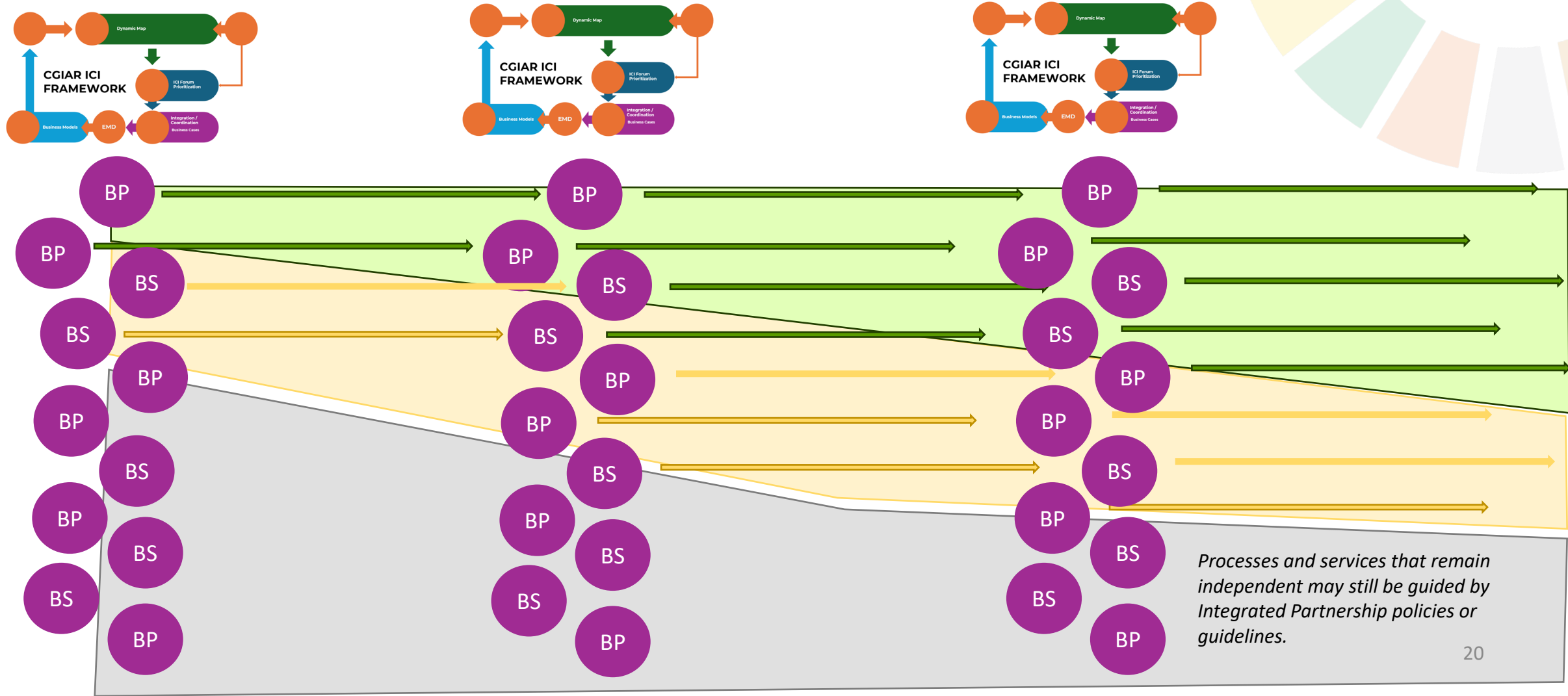
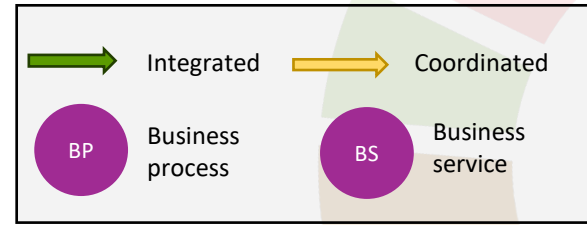
Key collaborations/input from: People & Culture COP



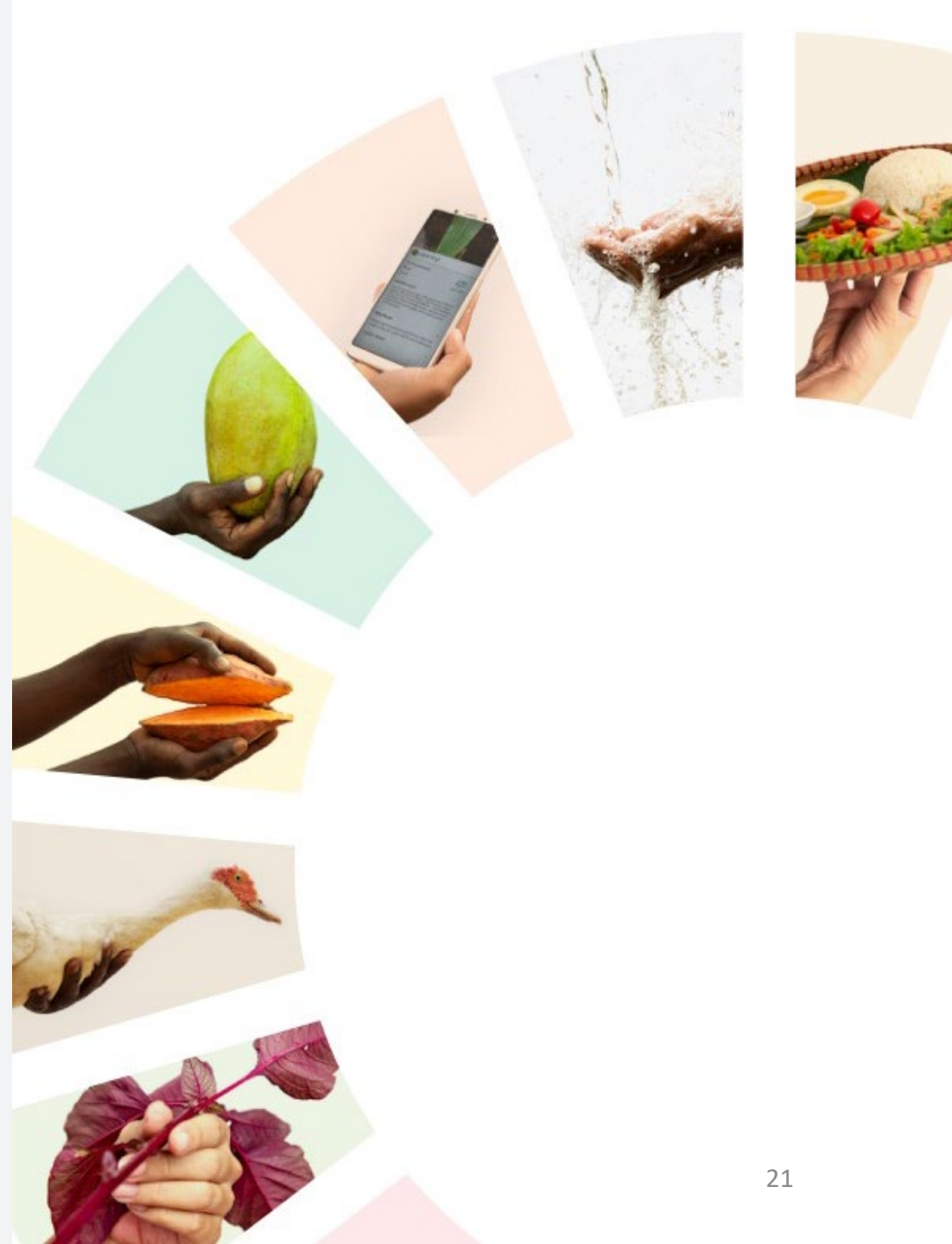
Evolution of ICI

An iterative process – Continuous improvement

Key:



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

WG Membership	
Name	Role
Patrick Caron	System Board Vice Chair
Shenggen Fan	System Bord Member
Renaud Seligmann	System Council Voting Member – World Bank
Jonathan Wadsworth	Advisor to the System Council Chair

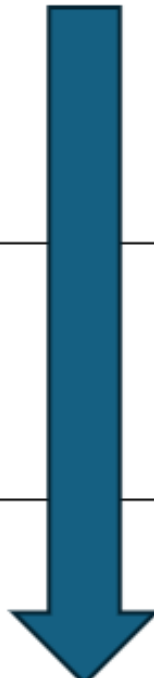
Joint SC-SB Working Group on the respective roles of the System Council and IPB

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

Role	Description	Chronology of activity
Recommend	Responsible for gathering facts, analyzing information and preparing a proposal for the final decision-maker, and obtaining the required advice, clearances, and concurrences.	
Concur	Responsible for reviewing the entire proposal. Without an agreement from the Concurrer, the proposal cannot be sent to the final decision-maker.	
Approve	Responsible for considering the entire proposal and making a decision – and accountable for that decision.	

Area	Decision	Final approver (in green)	
		IPB	System Council
Vision and Strategic Direction	Approval of the Strategy and Results Framework and of strategic priorities		concurrence
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	concurrence	
	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	concurrence	
	Receive assurance from IPB of compliance with CGIAR Policies and effective use of funds across Integrated Partnership		
Partnership Engagement	Approval of partnership strategy and engagement framework		concurrence
Resource Mobilization	Receive adequate assurance from IPB on use of funding		
Financial and Programmatic Performance	Approval of proposals for the CGIAR Portfolio	concurrence	
	Approval of overall financial plan incl. CGIAR System costs	concurrence	
	Approval of annual financial and programmatic reporting		
Evaluation	Approval of Independent Advisory & Evaluation Service's evaluation plan	prior input	
	Commission evaluations of effectiveness & efficiency of Integrated Partnership		
	Approval of ex post impact assessment plans (SPIA)	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)



Date (s)	Task	By whom
14 June	Outputs of joint SB-SC working group and SC20 feedback on drafts sent to GWG to incorporate in revised Framework/Charter drafts	SC Secretariat on behalf of SC
14 - 24 June	Outputs of joint SB-SC working group and SC20 feedback on drafts shared with Centers for comment to inform finalization	GWG on behalf of SB-SC
17 – 28 June	GWG finalizes drafts of Charter/Framework, accountability matrix of all feedback received plus responses/rationale and cover note to accompany decision	GWG
1 – 5 July	Sounding Board review/clearance to issue proposed final Framework/Charter for decision	Sounding Board
8-22 July	Decision-making on final versions of Framework <i>Affirmative votes required from all of SC, SB and 2/3rds of all CGIAR Centers</i>	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