

## Progress Report and Recommendations on Integrated Partnership Board Recruitment from the Nominations Committee of the System Council

### Purpose

This report sets out an overview of the activities and progress of the Nominations Committee of the System Council (NCSC) in the recruitment process for the membership of the Integrated Partnership Board (IPB).

It sets out a proposed revised timeline towards an appointment decision by the System Council and the rationale for the proposed adjusted timeline.

It also sets out a proposed approach for a review of remuneration of IPB members to be undertaken by the NCSC pursuant to its Terms of Reference, to inform eventual decision-making by the System Council on this point.

### Action Requested

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.

<p><b>Document category:</b> Working document of the System Council. There is no restriction on the circulation of this document</p>
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Presented by: Nominations Committee of the System Council

PROGRESS REPORT AND RECOMMENDATIONS ON INTEGRATED PARTNERSHIP BOARD RECRUITMENT FROM THE NOMINATIONS COMMITTEE OF THE SYSTEM COUNCIL

Preamble

This report offers a comprehensive overview of the Nominations Committee’s (NC) activities, decisions, and progress in spearheading the recruitment process for the Integrated Partnership Board (IPB). Despite the ambitious target date of 1 July 2024 for the transition from the System Board (SB) to the IPB, the NC has been unwavering in its commitment to transparency and accountability. These efforts are in line with the committee’s SC-approved terms of reference (TOR) and the CGIAR Memorandum on the Implementation of Governance Recommendations, developed and approved in November/December 2023 by all Parties signatories to the CGIAR Integration Framework Agreement and the System Council.

Terms of Reference (TOR)

The NC’s activities were delayed due to the need to address a composition-related objection to the initial TOR approval request. However, the SC approved the Nominations Committee of the System Council Terms of Reference on 20 March 2024 (Decision: SC/M19/EDP6). The NC TOR ensures balanced representation from key CGIAR constituencies: the System Council, the General Assembly Center’s (GAC), and the Host Countries. It also mandates the inclusion of an independent member with significant expertise in corporate governance, ethics, compliance, and risk management. The Integrated Partnership Board (IPB) Chair (or the predecessor of the IPB Chair) serves as an ex-officio non-voting member, providing valuable insights based on her experience and knowledge of the governing body.

Composition

The SC approved the appointments of nine nominated NC members on 28 March 2024 (SC/M19/EDP7) and the Independent member on 23 April 2024 (Decision: SC19/M19/ED9). Each member of the NC, except for the Independent member and the ex-officio non-voting member, was nominated by their respective constituency. The Host Country Representatives were jointly nominated by the Director Generals of Centers located in three regions: Africa, the Americas, and Asia. Members serve for a three-year term approved by the SC.

CATEGORY	Member	GENDER	REGION
System Council	Ruben Echeverria	Male	Latin America
System Council	Gary Jahn	Male	North America
<b>System Council</b>	<b>Christophe Larose (Co-Chair)</b>	Male	Europe

CATEGORY	Member	GENDER	REGION
Host Country Rep	Juan Bernardo Orozco Sanchez	Male	Americas
Host Country Rep	Prof. Dr. Aileen Tan Shau Hwai	Female	Asia
Host Country Rep	Dr. Fikru Regassa	Male	Africa
General Assembly of Centers	Kanayo F. Nwanze	Male	Africa
General Assembly of Centers	Akica Bahri	Female	Africa
<b>General Assembly of Centers</b>	<b>Helen Hambly (Co-Chair)</b>	Female	Americas
Independent	Andrew Homer	Male	Europe
Ex-officio non-voting member	Lindiwe Sibanda (SB Chair)	Female	Africa

### Activities and Decisions

**Expedited Process:** Despite initial procedural challenges, the NC has diligently pursued its objectives with a steadfast commitment to transparency and accountability. Due to the late approval of the NC TOR, the committee recognized the urgency of their task and decided to convene weekly to expedite the identification, selection, and presentation of nominees for the IPB. The NC adopted an adaptive management strategy to strive to complete its tasks successfully. Despite significant time constraints, the committee embraced opportunities to receive and incorporate feedback from across the CGIAR.

**Confidentiality:** All NC members and the active observer signed a confidentiality undertaking agreement to ensure the privacy of nominees and promote open and frank deliberations among committee members. This agreement allows the NC to review sensitive information about prospective candidates while maintaining confidentiality.

**Selection of Search Firm:** The NC's decision-making process included selecting a search firm to identify potential IPB candidates. This involved evaluating proposals submitted in response to an RFP issued by the System Organization Procurement team, selecting a suitable firm, and mandating the Procurement team to negotiate terms and costs. The NC Co-Chairs met with the heads of the two responding search firms to assess their competence and ability to select IPB candidates. Based on Search Firm Interview Panel's report to the NC (Annex 1), the NC decided, via electronic decision to engage SRI Executive as the search firm for the IPB recruitment process (Decision: SC/NCSC-03/EDP).

**Engagement with SRI Executive on Recruitment Process:** After selecting SRI Executive, the NC engaged with them to understand their recruitment process. This collaboration ensured the committee could effectively oversee and support the firm's efforts to identify and select suitable candidates for the IPB.

**IPB Member Profile Approval:** As part of its mandate, the NC carefully developed a proposed IPB member profile detailing the essential skills, experiences, and soft skills required for IPB members. The NC also received and cross-referenced further input on competencies to the IPB profile. The SC approved the recommended IPB member profile on 8 May 2024 by electronic decision (SC/M19/EDP10).

**Advertisement and Referral Process:** Upon the SC's approval of the IPB member profile, the NC, in collaboration with the SRI Executive, decided on the advertisement strategy. Given the tight deadline to present a slate of candidates to the SC, the committee opted to post the advertisement on SRI Executive's website. Additionally, CGIAR stakeholders were encouraged to refer potential candidates directly to the SRI Executive for consideration.

**Rolling Over of Members from the System Board to the IPB:** Recognizing the value of retaining willing SB members for the new board, the NC decided that interested SB members could transition to the IPB, provided they expressed their interest to continue serving, completed the ethics and conflict of interest requirements set by the CGIAR Ethics and Business Conduct office, and submitted their CVs for SRI Executive to assess and match their competencies and skills to the candidate IPB competence matrix.

**Remuneration Consideration for IPB Members:** The NC is also mandated to make recommendations on the remuneration of IPB members for System Council decision. In reviewing the remuneration process and levels, the NC acknowledged that the current remuneration level of the System Board would apply to incoming IPB members – recognizing the need for a remuneration review, as the current levels were set in 2020. The NC intends to study and propose solutions to address the disparity between the remuneration levels of Center Boards and the IPB. This process, pending System Council agreement to proceed, is scheduled to begin in Q4 2024.

**Challenges, Risks, Opportunities and Mitigating Actions taken by Committee:** Below is an overview of the NC's discussions, risk management strategies, decisions, and recommendations.

Challenge/Risk	Description	Mitigating Actions / Opportunities
Budget Limitations	The high costs associated with hiring external search firms required careful budget management and negotiation.	Engaging in negotiations with selected firms to manage costs and ensure value for money.  <u>Opportunity:</u> Leveraging the CGIAR stakeholder network for referrals, which were successfully negotiated into SRI's contract.

Challenge/Risk	Description	Mitigating Actions / Opportunities
Non-Understanding of Governance structure	Risk of search firm not fully understanding CGIAR's governance structure and needs.	Detailed briefings and Q&A sessions with bidding search firms to ensure understanding.
Timeline Constraints	The tight timeline for the selection process created a sense of urgency, leaving little time for reflection and course correction if needed. This posed a risk to the timely and thorough completion of the process.	Continuous engagement with the search firm and stakeholders to ensure timeline adherence and employ adaptive management strategies to respond to challenges in real time.
Selection Process Risks	Risk of not finding candidates within the tight timeframes and not attracting high-quality candidates due to the short timeframe and low honorarium.	Continuous engagement with search firms, clear communication of expectations, ensuring a competitive honorarium, and leveraging the referral process to help identify strong candidates.
Diverse Time Zones of Committee Members	Committee members living and working in different time zones posed a logistical challenge.	Meetings were scheduled at times to accommodate the various time zones in a comfortable and respectful manner.  <u>Opportunity:</u> The time zone differences will allow the Committee to interview candidates globally.
Committee Inability to Meet Deadline for IPB Formation / GAC-Center Governance Risk	Delays in presenting a slate of nominees for the IPB formation could impact Center Boards' compliance with their statutes and ability to operate if the 1 July 2024 transition to the IPB is not met.	NC requested and received information on the implications of missing the intended 1 July 2024 transition date from 12 Centers. Three Centers were identified as being affected. The NC updated the GAC Co-Convenors accordingly and will monitor.

Original vs. Proposed Timeline

STAGE	ORIGINAL TIMELINE	PROPOSED REVISED TIMELINE
<b>IPB CANDIDATE SELECTION</b>		
Shortlisting	Mid-May 2024	<b>6-24<sup>th</sup> June</b>
Interviews	Late-May 2024	<b>8-14<sup>th</sup> July</b>
<b>COMMITTEE DECISION &amp; REPORTING</b>		
Slate Selection for SC Approval	3 June 2024	<b>18<sup>th</sup> July</b>
Report & Candidate Slate to SC	5 June 2024	<b>22<sup>nd</sup> July</b>
<b>SC APPROVAL REQUEST</b>		
Slate Review & Decision	11 June 2024 (SC20)	<b>Wednesday 24<sup>th</sup> July (virtual)</b>
<b>NEXT STEPS (AFTER SC APPROVAL)</b>		
Background Checks	Upon Candidate Selection	Upon Candidate Selection
Notification & Center Board Selection	<i>to be determined</i>	<i>to be determined</i>

Annexes (Supporting Documents)

- Annex 1:** Executive Search Firm Selection Interview Report
- Annex 2:** Detailed Committee Timeline
- Annex 3:** Deliberation Highlights from Committee Meeting Summaries (through 3 June 2024)
- Annex 4:** Nominating Committee Decision Register (through 3 June 2024)

## REPORT TO THE NOMINATIONS COMMITTEE OF THE SYSTEM COUNCIL FROM THE INTERVIEW PANEL ON INTERVIEW WITH TWO SEARCH FIRMS, KORN FERRY AND SRI

### Preamble:

The Nominations Committee of the System Council (NCSC, “the Committee”) requested that the two Co-Chairs of the Committee meet with the search firms (two) that responded to the tender issued by the System Organization Procurement office on 08 April 2024 during the NCSC’s 2nd meeting NCSC M02.

### Tender Process

The procurement process was expedited due to time constraints, using the method of tender by invitation. Bids were solicited from five (5) firms (Spencer Stuart, SRI, Korn Ferry, Russell Reynolds and Egon Zehnder) through the request for proposal (Annex 1) issued on 8th April and closed on the 16th April 2024. The invited firms were shortlisted based on their expertise in sourcing for executives and Board members. At the close of the bidding period, only two firms, Korn Ferry and SRI, responded with their technical and financial proposals. The other firms expressed regrets, citing the tight project timelines as a significant factor in their decision not to participate. Additionally, following the NCSC request to include Morrow Sodali in the direct approach, it was noted that they do not offer recruitment services.

### Presentation to Committee:

The Committee secretary presented the two firms’ technical and financial proposals to the NCSC and included a costed option if the Committee decided to carry out the process in-house. The consensus was to use a search firm. The Committee Co-Chairs were assigned to meet with the two firms.

**Action requested:** The Co-Chairs were to interview Korn Ferry and SRI Executive Search Firms as soon as possible and report back to the Committee.

### Meeting With the Two Search Firms:

#### Interview Panel:

The interview panel was composed of the following persons:

1. Helen Hambly, Chair CIP, Co-Chair NCSC – Chair of the interview panel
2. Christophe Larose, System Council Member, Co-Chair NCSC
3. Tony Simmonds, Consultant, People and Culture CGIAR

**Process:****Contact with the Firms:**

The SO Procurement team organized two 30-minute meetings with Korn Ferry and SRI. The two companies were informed of the interview process and requested to be prepared to present their proposal to the assurance interview panel, followed by a question-and-answer session.

**Pre-Meeting:** The panel met before the two interview meetings to discuss the questions for the two companies and decide on the panel's chair.

**Questions:** A set of questions (Annex 2) divided into three categories, organization, governance, and process, was shared amongst the panelists. The questions were standardized, with a focus on the technical aspects of the proposal and the two firms' representatives were asked the same questions.

**Record of Meeting:** All the meetings were recorded.

**Meeting With SRI:**

The SRI team attended the meeting with four team members. The responses provided by the team to the questions follow. The meeting with SRI commenced with only two panel members, as the third panel member joining during few minutes later, as the panel member experienced technical difficulties in at the start of the meeting.

**Organization:**

In responding to the question, SRI presented its work with the CGIAR from the center to the system organization level; it referenced its work in the selection process of the current System Board members. Furthermore, SRI referenced its long history working with CGIAR and emphasized its mission to work with purpose-driven organizations and tell the story of the organization it was supporting.

**Panel's Assessment of Response:**

The panel adjudged that SRI showed its knowledge of the CGIAR, with the team having spent time to understand the assignment. The members of the panel agreed that SRI showed an understanding of CGIAR, its complexity, and its structure while responding to the question. This, in the panel's view, showed the firm's ability to hit the ground running, considering the tight timeline. The panel, however, expressed a bit of disappointment in SRI not presenting its reflections or lessons learned from the previous SB selection process, which it worked on. One of the panel members indicated that this point should be followed up with SRI if selected as the preferred firm.



**Governance:**

In response to the governance question, SRI spoke about the process they followed for the SB board selection in 2020. The team indicated that if it could get information on the current Board members who are anticipated to be continuing on the new integrated partnership board, it would be able to quickly create a matrix and ensure that a proper mapping of what is being sought for in potential board members is done and consequently try to place the potential candidates against this matrix.

**Panel Assessment of the Response:**

The panel was content with the response provided by the firm. However, it was disappointing that the team, though referring to the SB selection process, did not speak to or address any lessons learned from that process that could be useful for this one. A panel member did indicate that should SRI be selected as the firm for the process. This should be followed up with them to ensure an improved selection process.

**Process:**

SRI identified three main risks:

- 1) There is a risk of not being able to find potential candidates within the timeframes. It is also important to map the transitioning SB members to the IPB member matrix.
- 2) There is a risk of not getting good candidates because of the short time frame and commitment required for potential board members. The team informed us that most good potential board members either sit on multiple boards or are executives in other organizations.
- 3) The risk of a low honorarium. The team stressed the importance of an attractive honorarium to get good candidates.

**Panel Assessment of the Response:**

The panel expressed that SRI understood the risks and challenges involved with the process well and would be ready to hit the ground running. The panel believed that SRI showed pragmatism and honesty to the challenge.

**Meeting with Korn Ferry:****Organization:**

The team presented its understanding of the CGIAR but indicated it did not want to take the existing knowledge it has as a given. The team stated that it will be doing its due diligence in

parallel with the recruitment. The team also briefly presented its work with CGIAR and other not-for-profit organizations. The team acknowledged it looked at the System Board's current membership and understood the areas the CGIAR wants to expand into, which, from a market perspective, are also areas of board members' skill sets and expertise in high demand.

#### **Panel Assessment of the Response:**

The panel members needed to be convinced that the Korn Ferry team had a proper grasp of the assignment and noted they showed limited knowledge of the CGIAR system. Even though they acknowledged the complexity of understanding the system, Korn Ferry needed to gain more knowledge.

#### **Governance:**

The Korn Ferry team's response to the governance question indicated the firm's crosscutting many identities to reach a diverse and quality candidate. It also revealed that part of its strategy will be to reach out to specific partners globally. The firm will also bring creativity to the search process to identify talents and bring candidates from diverse sectors. The team highlighted the firm's experience helping existing boards diversify their membership and said they had done many board placements with members from underrepresented groups. The team also indicated that it has a wide reach; it will map the different functional areas of the IPB and look at the candidates through a leadership succession lens.

#### **Panel Assessment of the Response:**

The panel believed Korn Ferry does have the experience and possibly the reach through affiliate offices, but their focus is more on the private/business sector. The panel was receptive to the team's explanation of the need to look at candidates with potential and willingness to lead in various capacities on the board. The panel expressed the sense that Korn Ferry was very professional but elite. The panel was receptive to the team's advice on growing the leadership of the IPB from within, which came through in the response to the governance question.

#### **Process:**

Korn Ferry identified the following risks to the process:

- 1) Timeline: The team indicated that the timeline was aggressive and that it has done searches in expedited time, but there is a risk of being short-changed in the process. The team inquired several times about the NCSC's flexibility with its timeline.
- 2) Misalignment: Consultants do not take time to understand the CGIAR or misunderstand the charge, a potential misalignment in the partnership between Korn Ferry and CGIAR.
- 3) Capacity: The time commitment required by CGIAR for prospective board members may be hard to come by. Noting fundraising skills are in high demand and very competitive.

**Panel Assessment of the Response:**

The panel was receptive to the responses provided by the Korn Ferry team but believed they showed the firm has more experience working with executives in the corporate world. The team's responses to the risk were not very robust, noting they did not mention honorarium and how that impacts the possibility of getting good candidates.

**Overall Assessment by the Panel:**

The panel concluded that SRI can do the job and will bring a total commitment to the process. The interview was attended by the 4 team members as indicated in the SRI bid. The SRI team showed an understanding of the complexity, global reach, and structure of CGIAR, which will allow the SRI team to hit the ground running if given the contract. SRI's team, though in different parts of the world, showed connectivity between the various offices, and this will impact how the firm will tap into networks across the globe.

The Korn Ferry team only had two members on the call despite indicating in their bid that a three-member team would carry out the process. The panel speculated that this could reveal more of a brand rather than a full team dedication for the mission. The team did not provide the confidence they would deliver within the aggressive timelines, given their limited knowledge of CGIAR. Though Korn Ferry has a large global footprint, the panel understood it worked more like a confederacy. In the panel's view, this working model was a risk in terms of consistency in the quality of the candidate profiles that will be provided.

**Interview Panel Recommendation.**

Based on the overall assessment of both firms, the panel recommends that the SRI Executive to support the sourcing of candidates for appointment to the CGIAR Integrated Partnership Board (IPB) and Partnership Audit and Risk Committee (P-AFRC) based on their expertise, knowledge, and understanding of the complexity of CGIAR, and their willingness and ability to hit the ground running. If selected, the procurement team should negotiate the fees prior to the award.

**Next Steps:**

Decision on the firm to contract for the process. The panel agreed that this report should be circulated to members of the Committee and requested a decision on the firm to select, namely SRI, via electronic means.

**Negotiations on Cost and Contracting:** The panel agreed that, as indicated by the Committee, the System Organization Procurement team should handle this task after the Committee members' decision.

NCSC Workplan - IPB membership search and selection - Q2 2024			Version: 5 June 2024
Category	Activities	Target date(s)	Status notes
Committee membership	List of potential independent members for the Committee to decide on	11th April	Completed
	Approval from System Council for the Independent member	22nd April	Message to be sent 15 April for 7 days turn around
	Selected independent member contacted by the Secretariat	TBD	Completed
Nominations Process (IPB)	Development of proposed TOR for Nominations Committee (as a standing Committee of the System Council)	Done	Completed
	First meeting of the Nomination Committee	11th April	Completed
	Selection of Co-Chairs as indicated in CGIAR Governance Memo	11th April	Completed
	Development of Workplan	11th April	Completed
	Approval of workplan for the Committee	Discussed on 19th, 24th	Delegated to Co-Chairs
	Determine the meeting schedules for the Committee in light of the deadline to present the candidates slate to SC.	11th April	Secretary requested to send out doodle poll to all for dates
	NCSC discusses the honorarium for IPB members	15-May	Completed
	Request for Proposal sent out to five firms	8th April	Completed
	Bid closing	16th April	Completed
	Meeting with Bidders to explain the bid	10th April	Completed
	Received bids shared with NCSC members for decision based on cost differences	19th April	Completed
	NCSC mandates the two Co Chairs to meet with the two bidders and report back	25th April	Completed
	Report on meeting with between the two Co-Chairs, Korn Ferry and SRI Issued to NCSC for Electronic approval	30th April	Completed
	NCSC approves report	2nd May	Completed
	Procurement is requested to negotiate with SRI for further reduction in costs based on a No Objection received	3rd May	Completed
	Committee selects of Executive Search Firm	3rd May	Giving the Committee 4 days to decide
	Co- Chairs hold meeting with SRI to further discuss and ensure the Search firms understands the brief .	7th May	Completed
	Negotiated rates shared with Co-Chairs	7th May	Completed
Agreeing on IPB profile	Committee Approves Skills Profile of IPB for SC inputs	30th April	Completed
	Committee Approved Skills Profile for IPB sent to SC for formal approval	1st May	SC to be given 7 days approval window
	System Council decision on IPB Profile as amended by NCSC	8th May	Completed
	Approved by SC Skill Profile shared Executive Firm	9th May	Completed
	Search Firm shares draft advert with NCSC for approval	8th May	Completed
	Secretariat shares Draft advert and SRI timelines with Committee Members after Meeting on	8th May	Completed

Category	Activities	Target date(s)	Status notes
Advertisement	Committee approves advertisement for IPB members	18TH May	
	Advert goes out live , email to all stakeholders for CGIAR sent out by the chairs on the same day with SRI's link.	18th May	NCSC Secretariat to share with BCN, GAC, SC, SB and Centers
Longlisting and Short listing	Longlist of potential candidates compiled by Search Firm shared with NCSC, with clear indication skills, and experience	3-Jun	At least two weeks should be given for the advert and for responses from stakeholders.
	Committee decides on the shortlist for interviews	6 -24 Jun	New ranking link to be shared once received from SRI
	Shortlisted 29 candidates, based on aggregated results from ranking sent to SRI	On going from 6 -24th June.	
Interviews	Interview plan developed and shared with Committee	22nd May	Completed
	Interview questions developed and shared with Committee members	17TH May	Completed
	Committee Approves SRI's proposed questions and guidelines	29th May	Completed
	Interviews scheduled with 29 potential candidates	8 -16th July	
Checks, Reporting and Decision-making on IPB slate	Executive Search Firm do background check on potential nominees identified by NC	4 - 6 weeks	From date of selection of the candidate on the slate.
	Committee decides on the slate of nominees to be presented to System Council for approval during in person meeting	18th July	
	Draft Report to SC prepared by Secretariat and shared with Committee for comments and approval	5th June	
	Approved Report by Committee shared with Voting members of System Council ahead of SC 20 meeting	7th June	
	Nominations slate for IPB shared with SC for their approval during SC 20 meeting	week of 3- 6 September 2024	Giving the voting members 14 days to review material before the vote.
	System Council decision on appointment of IPB nominated members	a day in this week16- 20th September	
	NCSC Co-Chairs notifies BCN of the slate of IPB approved by SC	week of 24 September	
	Centre Boards make selection of approved IPB members for their respective boards	After notification from NCSC	
IPB remuneration policy	Development for SC approval of an IPB remuneration policy	Meeting in 18th July	
	RFP for Firms to do review of the IPB Remuneration as well as Centers	to go out on 1st September for a call for bids, giving at least three weeks or more.	
	Decision by Council for RFP for firms to review remuneration of IPB members	12th June	
IPB assessment process	Development of process for regular assessment of IPB and its members (including periodic external assessment) linked to approach on term lengths and staggering of memberships	Q4	

## DELIBERATION HIGHLIGHTS FROM NOMINATING COMMITTEE MEETING SUMMARIES (THROUGH 3 JUNE 2024)

Note: The Nominating Committee's (NC) decisions and completed actions can be found in ANNEX 4 – Nominating Committee Decision Register Through 3 June 2024.

### *Discussion Highlights from NC Meeting Summaries*

#### **1st Meeting (11 April 2024):**

- Discussed the selection of Co-Chairs, emphasizing gender and geographic balance, and elected Helen Hambly and Christophe Larose as Co-Chairs.
- Reviewed the Committee Terms of Reference, particularly the role of the System Board Chair.
- Discussed the selection process for the independent Nominations Committee member, highlighting the need for corporate governance and compliance expertise; reviewed potential independent member candidates; endorsed recommending Andy Homer for System Council (SC) appointment consideration.
- Discussed the necessity and process of using an executive search firm for Integrated Partnership Board (IPB) member selection; noted that the tender for an executive search firm has been issued.
- Emphasized the importance of transparency and inclusivity in the candidate search process for IPB members.
- The need to define the relationship between IPB and Center Board members and flexibility in time commitment for IPB members.
- Reviewed and updated the NC workplan.

#### **2nd Meeting (19 April 2024):**

- Reviewed bids from the executive search firms and considered the high cost of the bids and the potential alternatives for an in-house recruitment process.
- Decided to interview both firms due to the high bid costs.
- Considered the importance of utilizing an external search firm to meet proposed timelines.

#### **3rd Meeting (24 April 2024):**

- Reviewed and revised the draft IPB Member Profile to clarify roles and responsibilities with comments focusing on fiduciary duties and diversity requirements.
- Discussed the skills, including soft skills, needed for IPB members, adding familiarity with the CGIAR system and science-policy interface.
- Emphasized the importance of board succession planning when evaluating potential IPB members.
- Discussed the selection process and the issue of remuneration for IPB members and the need to develop an honorarium policy.

- Agreed that the NC Co-Chairs will interview the heads of the search firms Korn Ferry and SRI Executive, scheduled for 26 April 2024.
- Noted that the SC approved Andy Homer as the NC independent member effective 23 April 2024.
- Noted the request from the All-Board Chairs Network (BCN) for the NC Co-Chairs to present a progress report to the BCN on 30 April 2024.

#### 4th Meeting (8 May 2024):

- Received an update on the meeting with SRI Executive and the key points discussed.
- Reviewed the timeline for the IPB member search process and ensuring commitment from SRI Executive.
- Discussed the referral process and transparency in the candidate search.
- Considered how to handle existing System Board members wishing to transition to the IPB.
- Emphasized the need for clear communication and guidelines for the interview process with potential candidates.
- Reviewed the NC work plan and timeline for recruitment.
- Agreed on a process for rolling over current System Board members wishing to continue on the IPB.

#### 5th Meeting (15 May 2024):

- Held a detailed review of the contracting process with SRI, including the relationship between CGIAR and SRI and any potential conflicts of interest; finalized the Engagement Agreement with SRI Executive.
- Concerns addressed about the advertisement process and ensuring it aligns with CGIAR's guidelines.
- Clarified the number of nominees needed for the IPB and anticipated number of candidates for the interview process.
- Discussed the need for mapping the skills and experiences of current System Board members rolling over to the IPB, and identifying gaps needed to fill with new members.
- Supported the current SB remuneration level for IPB, with ongoing discussions about potential changes.

#### 6th Meeting (31 May 2024):

- Continued discussions on clarifying the roles and expectations for IPB members and the relationship with the System Council.
- Discussed the importance of ensuring clear and transparent communication in the candidate search process.
- Received a detailed presentation from SRI Executive on the timeline, screening, and interview process for IPB candidates.
- Discussed managing the interview process and ensuring consistent evaluation criteria.

- Expressed concerns about the tight timelines and the need for a high-quality selection process.
- Reviewed competencies of existing IPB members and developed a comparison matrix.
- Continued discussions on the roles and responsibilities of the IPB and System Council.
- Discussed the importance of aligning the IPB selection process with the governance requirements of individual Centers.

7th Meeting (3 June 2024):

- Reviewed the competence matrix and mapping of skills for IPB members and discussed the process for rolling over current System Board members to the IPB.
- Approved the interview questions with modifications to include CGIAR-specific knowledge, ensuring clarity in the evaluation criteria.
- Reiterated the importance of maintaining consistency and transparency in the interview and selection process.
- Addressed concerns about the number of candidates needed and the selection process.
- Discussed ensuring that the selection process meets the governance requirements and legal obligations of the Centers.
- Agreed on the involvement of the non-voting, ex officio (System Board Chair) active observer on the interview panel, with the option to recuse if a vote is taken.
- Continued discussions on challenges, risks, and mitigating actions.





Decision Register  
Nominating Committee of the System Council

Last Updated: 10 June 2024

Document category: This document may be distributed without restriction.

Decision Reference	Meeting	Thematic Area	Agenda Item	Decision	Date(s)	Meeting Location
SC/NCSC-01/DP1	NCSC-01	Agenda	1	The Nominations Committee of the Systems Council (NCSC) adopted the (NCSC-01) provisional agenda, as issued on 8 April 2024.	11 April 2024	Virtual
SC/NCSC-01/DP2	NCSC-01	Membership	3	The NCSC endorsed the selection of Andy Homer as the external independent member and recommends that the System Council approve this appointment.	11 April 2024	Virtual
SC/NCSC-01/AP1	NCSC-01	Search Firm	4	The NCSC requested the Secretary to provide the NCSC with a copy of the executive search firm tender that was issued.	11 April 2024	Virtual
SC/NCSC-01/AP2	NCSC-01	Member Profile	6	The NCSC requested the Secretariat to add “time availability” to the IPB skills matrix.	11 April 2024	Virtual
SC/NCSC-02/DP1	NCSC-02	Agenda	1	The NCSC adopted the (NCSC-02) provisional agenda, as issued on 8 April 2024.	19 April 2024	Virtual
SC/NCSC-02/DP2	NCSC-02	Meeting Summary	1	The NCSC approved the (NCSC-01) Meeting Summary of its 1st meeting, as presented.	19 April 2024	Virtual
SC/NCSC-02/AP1	NCSC-02	Search Firm	3	The NCSC requested the Co-Chairs to interview both Korn Ferry and SRI Executive, as soon as possible, and will report back to the Committee.	19 April 2024	Virtual
SC/NCSC-02/AP2	NCSC-02	Search Firm	3	The NCSC requested that CGIAR procurement should negotiate on the bids received.	19 April 2024	Virtual
SC/NCSC-02/AP3	NCSC-02	Member Profile	4	The NCSC requested that committee members review these documents and email their comments to both Co-Chairs. An item on member profiles will be included in the next meeting.	19 April 2024	Virtual
SC/NCSC-02/AP4	NCSC-02	Schedule	5	The NCSC requested that committee members complete the doodle poll, which will be recirculated by the Secretary. The Secretary will organize meetings on the days selected by most participants.	19 April 2024	Virtual
SC/NCSC-03/DP1	NCSC-03	Agenda	1	The NCSC adopted the (NCSC-03) provisional agenda, as issued on 23 April 2024.	24 April 2024	Virtual
SC/NCSC-03/DP2	NCSC-03	Meeting Summary	2	The NCSC approved the (NCSC-02) Meeting Summary of its 2nd meeting, as amended.	24 April 2024	Virtual
SC/NCSC-03/AP1	NCSC-03	Member Profile	3	The NCSC requested the Secretary to make the amendments provided to the Draft Member Profile Integrated Partnership Board and sharing the document with the NCSC for their review and approval.	24 April 2024	Virtual
SC/NCSC-03/AP2	NCSC-03	Member Profile	3	The NCSC requested the Secretary to prepare an Annex document to the Draft Member Profile Integrated Partnership Board to share with the selected search firm.	24 April 2024	Virtual
SC/NCSC-03/AP3	NCSC-03	Outreach	3	The NCSC requested that the Co-Chair reach out to the committee's Host Country members to ensure they receive a copy of the amended Draft Member Profile for the Integrated Partnership Board, similar to her previous efforts encouraging them to complete the Doodle poll for meeting dates.	24 April 2024	Virtual
SC/NCSC-03/AP4	NCSC-03	Outreach	5	The NCSC requested the Secretary to prepare two slides about the NCSC and its timeline for presentation at the All-Board Charis Network meeting on 30 April 2024.	24 April 2024	Virtual
SC/NCSC-03/EDP1	NCSC-03	Search Firm	n/a	The NCSC accepted the Report to the Nominations Committee of the System Council from the Assurance Panel on Interview With Two Search Firms, Korn Ferry and SRI Executive.	30 April 2024	n/a
SC/NCSC-04/DP1	NCSC-04	Agenda	1	The NCSC adopted the (NCSC-04) provisional agenda, as issued on 8 May 2024.	8 May 2024	Virtual
SC/NCSC-04/DP2	NCSC-04	Meeting Summary	2	The NCSC approved the (NCSC-03) Meeting Summary of its 3rd meeting as amended.	8 May 2024	Virtual
SC/NCSC-04/DP3	NCSC-04	Incumbent members	4	The NCSC agreed that the remaining four (4) SB members and one (1) AFRC who have indicated their willingness to continue serving on the IPB should be grandfathered into the IPB, as the NCSC values the continuity these members will bring to the board.	8 May 2024	Virtual
SC/NCSC-04/DP4	NCSC-04	Incumbent members	4	The NCSC agreed that SRI Executive would be mandated to contact the interested members to ascertain their interest in continuing with an extended term; SRI Executive would also be requested to complete this task by 16th May, which is outside of the closing of the referral process. The continuing members will have to share their curriculum vitae, and their competencies will be entered into the overall matrix of the IPB members.	8 May 2024	Virtual
SC/NCSC-04/AP1	NCSC-04	Search Firm	4	The NCSC requested the Secretariat to share the documents received from SRI Executive, including the updated timeline and draft advertisement, with committee members after the meeting.	8 May 2024	Virtual
SC/NCSC-04/AP2	NCSC-04	Interview Questions	4	The NCSC requested the Secretary to share the interview questions after the meeting with committee members.	8 May 2024	Virtual
SC/NCSC-05/DP1	NCSC-05	Agenda	1	The NCSC adopted the (NCSC-05) provisional agenda, as presented.	15 May 2024	Virtual
SC/NCSC-05/DP2	NCSC-05	Meeting Summary	2	The NCSC approved the (NCSC-04) Meeting Summary of its 4th meeting, as amended.	15 May 2024	Virtual
SC/NCSC-05/DP3	NCSC-05	Search Firm	3	The NCSC decided to continue with the search firm SRI Executive and encouraged the System Organization to finalize the contract process with SRI Executive as soon as possible.	15 May 2024	Virtual
SC/NCSC-05/DP4	NCSC-05	Remuneration	4	The NCSC noted its support of the current System Board remuneration level for the IPB, acknowledging that the discussion is still ongoing and that a change is possible.	15 May 2024	Virtual
SC/NCSC-05/AP1	NCSC-05	Member Profile	3	The NCSC requested the immediate mapping of the four System Board and three returning Audit, Finance, and Risk Committee (AFRC) members to the competency profile while SRI Executive receives applications.	15 May 2024	Virtual
SC/NCSC-06/DP1	NCSC-06	Agenda	1	The NCSC adopted the provisional (NCSC-06) agenda, as presented.	22 May 2024	Virtual
SC/NCSC-06/DP2	NCSC-06	Meeting Summary	2	The NCSC approved the (NCSC-05) Meeting Summary of its 5th meeting, as presented.	22 May 2024	Virtual
SC/NCSC-06/AP1	NCSC-06	Roles and Responsibilities	3	The NCSC requested the System Board Chair with the NCSC Secretary to assemble the documents related to reviewing the roles of the System Council and System Board for the NCSC.	22 May 2024	Virtual
SC/NCSC-06/AP2	NCSC-06	Candidates	4	The NCSC requested the Secretary to include a table in the meeting summary showing the number of candidates needed, the number requested from SRI Executive, and other information.	22 May 2024	Virtual
SC/NCSC-06/AP3	NCSC-06	Roles and Responsibilities	4	The NCSC requested that the System Board Chair and Secretary assemble documents related to reviewing the roles of the System Council and System Board for the committee members.	22 May 2024	Virtual
SC/NCSC-06/AP4	NCSC-06	Search Firm	4	The NCSC requested a clear statement from the SRI Executive on the requirements for the rolling-over member of the System Board. This information will enable the System Board Chair to communicate the process effectively to the System Board. The SRI Executive indicated it will share instructions and a link, as the members being rolled over must complete the competency questions.	22 May 2024	Virtual
SC/NCSC-06/AP5	NCSC-06	Governing Documents	4	The NCSC requested the Co-Chairs to email all Center Board chairs with questions regarding their governing documents.	22 May 2024	Virtual
SC/NCSC-07/DP1	NCSC-07	Agenda	1	The NCSC adopted the (NCSC-07) provisional agenda, as presented.	29 May 2024	Virtual
SC/NCSC-07/DP2	NCSC-07	Interview Panel	1	The NCSC decided that the ex-officio non-voting active observer of the Committee can be part of the interview panel, with the option of recusal if the need for a vote arises.	29 May 2024	Virtual
SC/NCSC-07/AP1	NCSC-07	Meeting Summary	2	The NCSC requested the Secretary to review paragraphs 26 and 61 in the meeting summary of NCSC06 and recirculate it to the Committee for an electronic decision.	29 May 2024	Virtual
SC/NCSC-07/AP2	NCSC-07	Governing Documents	3	The NCSC requested the Secretary to resend the email requesting information to those Center Board Chairs who have yet to respond to the questions regarding their governing documents.	29 May 2024	Virtual
SC/NCSC-07/AP3	NCSC-07	Interview Panel	3	The NCSC requested the Secretary to contact all members to ensure that as many members as possible are available to participate in the interview panel. The Secretary to send out a public link for members to indicate their availability and share the same link with SRI Executive.	29 May 2024	Virtual
SC/NCSC-07/AP4	NCSC-07	Search Firm	3	The NCSC requested the Secretary to contact SRI Executive with a request for at least a brief list, which NCSC could use to decide what is an essential qualification for being an IPB member.	29 May 2024	Virtual
SC/NCSC-07/EDP1	NCSC-07	Meeting Summary	n/a	The NCSC approved the (NCSC-06) Meeting Summary of its 6th meeting, as corrected.	5 June 2024	n/a