

Respective Roles of the System Council and the Integrated Partnership Board

Summary of reflections from a joint System Council-System Board Working Group

Purpose

This document sets out a proposed path forward to clarify and delineate the respective roles of the System Council ('SC') and the future Integrated Partnership Board ('IPB') in the Charter of the System Organization ('Charter') and the CGIAR System Framework ('Framework').

It outlines a set of proposed principles to guide the overall approach, some proposed definitions of terms used, and a summary overview of the proposed respective roles of each governing body and the way they relate to each other.

Principles

- Through the Integrated Partnership, i.e. the partnership between the Centers, supported by the CGIAR System Organization, for delivery of CGIAR's mission, the Centers recognize that they can multiply their impact by acting together on key shared issues and therefore put their trust in an Integrated Partnership Board, to which they are accountable for the fulfillment of mutually agreed Partnership-level policies and activities. By the same token, the Integrated Partnership Board is accountable to the Centers for properly overseeing the System Organization in its discharging of the functions that the parties agree are best conducted at the Partnership level.
- In the same spirit, the System Council relies on the Integrated Partnership Board as a single source of accountability on behalf of the Integrated Partnership.
- To ensure the relevancy, the efficiency and the capacity of the partnership to deliver and to meet the ambition and expectations set in CGIAR's vision, mission and strategy, the governance should provide and build upon transparency, clarity, trust and confidence across a multi-partnership institutional setting made of independent and yet interconnected partners.

- The SC, IPB and Center Boards are integral to the functioning of the governance system and their respective roles should be respected.
- There should be only one final decision-maker for any role/responsibility, to ensure clear lines of accountability. Having a single decision-maker empowers both the SC and IPB to perform for the benefit of the Integrated Partnership, each with a clear comparative advantage in its respective roles.
- The Centers are independent legal entities each with their own Board as its governing body. The roles of each Center Board are defined in Centers' governing instruments and are thus not set out in this table.
- It is recognized that, in certain cases, there is a need to adjust the language in the memorandum on the Unified Governance Review to ensure clarity of roles between the SC and IPB, as well as consistency between the Charter and Framework.

Definitions


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.	

Table showing final approver of key decisions

(Note: This table is not an exhaustive list of roles/authorities)

Area	Decision	Final approver (in green)	
		IPB	System Council
Vision and Strategic Direction	Approval of the Strategy and Results Framework and of strategic priorities		concurrency
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	concurrency	Deleted:
	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	concurrency	
	Receive assurance from IPB of compliance with CGIAR Policies and effective use of funds across Integrated Partnership		Deleted: ,
Partnership Engagement	Approval of partnership strategy and engagement framework		concurrency
Resource Mobilization	Receive adequate assurance from IPB on use of funding		
Financial and Programmatic Performance	Approval of proposals for the CGIAR Portfolio	concurrency	
	Approval of overall financial plan incl. CGIAR System costs	concurrency	
	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	

Adjustments in tracked changes proposed to the functions of the System Council (SC) and Integrated Partnership Board (IPB)

as set out in the consultation drafts issued on 22 May 2024

Function	Adjustments proposed to IPB functions (Article 8 of draft revised System Charter)	Adjustments proposed to SC functions (Article 6 of draft revised System Framework)	Explanations for proposed adjustments
Overall accountability / oversight	The Integrated Partnership Board is accountable to: a) the System Council, with respect to the oversight of the implementation of the Integrated Partnership's vision, strategic direction, partnership strategy , governance and financial and programmatic performance of the Integrated Partnership b) the General Assembly of Centers with respect to its governance of the Integrated Partnership and in particular of those areas elevated to the Integrated Partnership for integration or coordination	The System Council has overall oversight for the vision, strategic direction, impact, continued relevancy, adequate governance and resources, and programmatic performance of the Integrated Partnership in a rapidly changing landscape of food, land and water systems research for development	N/A
Vision and strategic direction	a) identify key areas of focus and oversee the development by the System Organization , of the CGIAR Strategy and Results Framework, in a participatory process that reflects inputs from CGIAR stakeholders, and approve the Strategy and Results Framework following	a) review the CGIAR Strategy and Results Framework (SRF) and concur with it prior to its approval by the Integrated Partnership Board b) review strategic priorities, including partnership priorities , taking into account the advice of ISDC and concur with them prior to	<ul style="list-style-type: none"> Propose to give role of final approval SRF to IPB, following concurrence of the SC (as opposed to the other way around), in order to enable IPB to own the strategy and be accountable for it and attract talent

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Respective SC-IPB roles

Function	Adjustments proposed to IPB functions (Article 8 of draft revised System Charter)	Adjustments proposed to SC functions (Article 6 of draft revised System Framework)	Explanations for proposed adjustments
	<p>concurrence of the System Council</p> <p>b) regularly review CGIAR's strategic priorities, including partnership priorities, and approve them following concurrence of the System Council</p>	<p>their approval by the Integrated Partnership Board</p>	<ul style="list-style-type: none"> Propose to add role to “regularly review CGIAR’s strategic priorities, and approve them following concurrence of the System Council” to align with SC role In these cases, management would submit the SRF to the SC first (for concurrence), and then to the IPB (for approval)
Advocacy	<p>a) oversee the development by the System Organization and delivery of CGIAR advocacy plans, and share any advocacy concerns with the System Council</p>	<p>a) promote a greater recognition of the role of food, land and water systems in sustainable development in international political fora, and in particular the role of agricultural research in achieving these goals</p>	<ul style="list-style-type: none"> It is proposed to add an advocacy role for IPB (as IPB did not have one in revised Charter)
Governance	<p>a) oversee the governance structure and processes of the Integrated Partnership to ensure that they are effective, transparent, and accountable</p> <p>b) appoint the Executive Managing Director and evaluate their performance with input from across the Integrated Partnership</p> <p>c) concur with those CGIAR Policies that are strategic, system-wide policies that are critical to maintaining the reputation of the CGIAR System, and submit them to the System Council for</p>	<p>a) approve the appointment of the Integrated Partnership Board’s voting members from nominations made by the System Council’s Nominations Committee, as well as the suspension or termination of their membership.</p> <p>b) determine the remuneration of the Integrated Partnership Board’s voting members and any rules regarding their perquisites.</p> <p>c) approve key performance indicators against which the Integrated Partnership Board reports on performance, and assess the</p>	<ul style="list-style-type: none"> Pending the development and agreement on CGIAR’s Internal Rules Framework, it is proposed to keep the provisions that are currently in place regarding CGIAR Policies. The proposal is to amend these subsequently once the CGIAR Internal Rules Framework is agreed and in place. The reason for this is twofold: <ul style="list-style-type: none"> It avoids referring to a document (the CGIAR Internal Rules Framework) which is not yet developed or agreed

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Function	Adjustments proposed to IPB functions (Article 8 of draft revised System Charter)	Adjustments proposed to SC functions (Article 6 of draft revised System Framework)	Explanations for proposed adjustments
	<p><u>approval</u></p> <p>d) <u>approve any other CGIAR Policies in accordance with its procedures for the adoption of CGIAR Policies</u></p> <p>e) monitor compliance with CGIAR Policies, <u>take appropriate corrective action when required, and provide assurance of compliance across the Integrated Partnership to the System Council</u></p> <p>f) ensure the completeness and effectiveness of internal audit arrangements across the Integrated Partnership</p> <p>g) select and approve the System Organization's independent external auditor and <u>concur with</u> the System Organization annual audited financial statements and submit them to the System Council for <u>approval</u></p>	<p><u>Integrated Partnership Board's performance on an annual basis against such indicators</u> with input from the General Assembly of Centers.</p> <p>d) establish System Council advisory bodies (including the ISDC, SPIA and the IAES) to deliver on its oversight and assurance mandate and approve their budgets and workplans which will be part of the overall workplan and budgeting process</p> <p>e) ensure, through the Assurance Oversight Committee, that arrangements for the Internal Audit Function, independent external audit and other arrangements, provide sufficient system-wide assurance consistent with the risk management framework of the Integrated Partnership, and that such arrangements are appropriately funded.</p> <p><u>f) identify and, following concurrence with them by the Integrated Partnership Board, approve those CGIAR Policies that are strategic, system-wide policies that are critical to maintaining the reputation of the CGIAR System</u></p> <p><u>g) receive from the Integrated Partnership Board assurance of compliance with all</u></p>	<p>- It avoids the creation of a gap in CGIAR Policy decision making role pending the development and agreement on the CGIAR Internal Rules Framework</p> <p>• It is therefore proposed to:</p> <p>i) keep the current definition of CGIAR Policy but adapt it to the 'concur'/'approve' language, as follows: <i>"CGIAR Policy" means a policy that is (i) a strategic, system-wide policy, which is critical to maintaining the reputation of the CGIAR System, which is concurred with by the Integrated Partnership Board and approved by the System Council, or (ii) any other policy that may be approved by the System Organization in accordance with its procedures for the adoption of CGIAR policies."</i></p> <p>ii) keep using the term "CGIAR Policy" (instead of "CGIAR Internal Rule") throughout the documents for consistency</p>

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identify selected areas and topics for CGIAR Internal Rules needed to mitigate Integrated Partnership-level risks**Deleted:** information

Respective SC-IPB roles

Function	Adjustments proposed to IPB functions (Article 8 of draft revised System Charter)	Adjustments proposed to SC functions (Article 6 of draft revised System Framework)	Explanations for proposed adjustments
		<p>CGIAR Policies and of the effective use of funds for implementation of the CGIAR Research, and may request the Integrated Partnership Board to take appropriate corrective action when required</p> <p>h) approve the System Organization's annual audited financial statements</p>	<p>iii) keep the language from the currently applicable Charter and Framework (see revisions proposed)</p> <ul style="list-style-type: none"> It is also proposed to add IPB's role of providing assurance of compliance because the SC governance role requires to receive an assurance from IPB on compliance.
Partnership strategy and engagement	<p>a) consider deliberations of the Partnership Forum for enhancing the overall effectiveness and efficiency of the CGIAR System and approve the partnership strategy and engagement framework following concurrence of the System Council</p> <p>b) strategically promote the mission, reputation and activities of the CGIAR System</p> <p>c) promote collaboration and coordination among the Centers and research programs, fostering partnerships and synergies to maximize the impact of scientific research for development on global challenges</p> <p>d) promote the active engagement of,</p>	<p>a) consider deliberations of Partnership Fora for enhancing the overall effectiveness and efficiency of the CGIAR System, and decide on resolutions to partnership issues brought to its attention by the Integrated Partnership Board</p> <p>b) review CGIAR's partnership strategy and engagement framework and concur with it prior to its approval by the Integrated Partnership Board</p>	<ul style="list-style-type: none"> It is proposed to clarify that the SC decides on any partnership issues which may be brought to its attention by the IPB It is also proposed to add that the IPB approves the partnership strategy and engagement framework following concurrence of the SC In these cases, management would submit the partnership strategy and engagement framework to the SC first (for concurrence), and then to the IPB (for approval)

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Function	Adjustments proposed to IPB functions (Article 8 of draft revised System Charter)	Adjustments proposed to SC functions (Article 6 of draft revised System Framework)	Explanations for proposed adjustments
	and collaboration with, CGIAR System Partners in the delivery of each CGIAR Strategy and Results Framework e) ensure and encourage inclusivity and engagement with a wide range of CGIAR System Partners and other stakeholders, including host country governments and funders, to ensure that CGIAR Research reflects the needs and perspectives of stakeholders in the food, land and water systems sectors		
Resource mobilization	a) oversee Integrated Partnership-level resource mobilization and plans and processes to allocate funding and resources to Centers and programs, in order for the CGIAR Portfolio to receive the necessary support to achieve its objectives b) review and provide input on the resource mobilization strategy and plan proposed by the Executive Managing Director c) take fiduciary responsibility for, and oversee the use of, Unrestricted Funding and program specific funding from the CGIAR Trust Fund for the	a) provide appropriate resources to support the delivery of the CGIAR Strategy and Results Framework while ensuring that adequate assurance is provided regarding the use of funds b) review and provide input on the resource mobilization strategy and plan proposed by the Executive Managing Director c) receive, review and assess the Integrated Partnership Board's fiduciary assurances	<ul style="list-style-type: none"> It is proposed to add a joint decision the resource mobilization strategy, with SC being the final approver

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Respective SC-IPB roles

Function	Adjustments proposed to IPB functions (Article 8 of draft revised System Charter)	Adjustments proposed to SC functions (Article 6 of draft revised System Framework)	Explanations for proposed adjustments
	implementation of CGIAR Research, <u>and account to the System Council for the use of such CGIAR funding.</u>		
Financial and Programmatic Performance	<p>a) <u>concur with the</u> program proposals <u>and indicative funding</u> for the CGIAR Portfolio <u>and submit them to the System Council for approval</u>, and oversee the implementation of the CGIAR Portfolio</p> <p>b) <u>concur with the overall financial plan for the CGIAR System and the allocation of Unrestricted Funding for CGIAR Research and other CGIAR System activities, and submit them to the System Council for approval</u></p> <p>c) <u>report on programmatic and financial performance of CGIAR Research on an annual basis</u></p>	<p>a) approve <u>program</u> proposals and indicative funding from the CGIAR Trust Fund within the CGIAR Strategy and Results Framework submitted by the Integrated Partnership Board</p> <p>b) review <u>and approve</u> the overall financial plan for the CGIAR System and the allocation of Unrestricted Funding for CGIAR Research and other CGIAR System activities, taking into account advice from the ISDC and <u>following concurrence</u> from the Integrated Partnership Board</p> <p>c) <u>review the consolidated annual financial and programmatic reports on CGIAR Research submitted by the Integrated Partnership Board and provides feedback</u></p>	<ul style="list-style-type: none"> It should be specified in the IPB function that the IPB concurs with the overall financial plan and allocation of Unrestricted Funding (this was only specified in the SC function description) The SC financial and programmatic performance role involves review of annual financial and programmatic reports from the IPB, but the reporting role has not been listed for the IPB. It is proposed to add this role for the IPB in the Charter. Reference to KPIs and reporting deleted here as added to governance section.

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Function	Adjustments proposed to IPB functions (Article 8 of draft revised System Charter)	Adjustments proposed to SC functions (Article 6 of draft revised System Framework)	Explanations for proposed adjustments
Evaluations and Impact Assessment	<p>a) oversee the monitoring and evaluation of CGIAR Research to assess its effectiveness and impact, in order to ensure that CGIAR Research contributes to meeting the goals and targets of the CGIAR Strategy and Results Framework</p> <p>b) provide input on a cost-effective, multi-year evaluation plan proposed by CGIAR's Independent Advisory and Evaluation Service covering evaluations of the CGIAR Portfolio</p> <p>c) provide input on plans and financing of ex-post impact assessment of the CGIAR Portfolio proposed by SPIA</p>	<p>a) approve, in consultation with the Integrated Partnership Board, a cost-effective, multi-year evaluation plan proposed by CGIAR's Independent Advisory and Evaluation Service covering evaluations of the CGIAR Portfolio and endorse and recommend strategic follow-up actions</p> <p>b) commission periodic independent evaluations of the effectiveness and efficiency of the Integrated Partnership to deliver on CGIAR's vision, mission, and strategy; and endorse and recommend strategic follow-up actions</p> <p>c) approve plans and financing of ex-post impact assessment of the CGIAR Portfolio proposed by SPIA after consultation with the Integrated Partnership Board</p>	<ul style="list-style-type: none"> While the evaluation role of the SC includes consultations with the IPB, the responsibility of the IPB for evaluations and impact assessment has not been defined in the revised Charter document. See additions.
Other	a) exercise such other functions as decided by the General Assembly of the Centers to the extent that these are not conflicting with the foregoing	a) The System Council shall exercise any other functions attributed to it in this CGIAR System Framework and the CGIAR System Charter	None