

Next steps in taking stock of CRP Governance arrangements

Purpose: To outline proposed steps for ensuring optimal oversight for CRPs in line with the transitioned governance system and seek input from the Board on the scope of the activity.

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1a. SMB December 2016 Agreed Actions

- SMB/M4/AP9: Independent Steering Committees in the new governance structure

During 2017: The Board agreed that during the course of 2017, the Board work plan include a **substantive conversation on the role of the Independent Steering Committees in the context of the revised governance arrangements**, particularly in light of substantially altered responsibilities for the System Council, System Management Board and Centers respectively in terms of decision making and accountabilities, potentially being tied to the risk management framework discussions.

1b. Recap from the General Assembly

From the Inaugural General Assembly, Session 5: Ideas Sharing Space, captured in 14. b of the Co-Chairs' Summary:

- *“The need for the **governance arrangements of the CGIAR Research Programs to be brought into line with the July 2016 governance reforms.**”*
- *Meeting participants noted that whilst the roles and functions of the SMB, System Management Office and System Council were now more clearly defined, there was **considerable confusion, and thus operational risk, in terms of the multiple views across the System on where oversight responsibilities rested in respect of the CRPs.**”*
- *Taking note that the SMB’s 2017 work plan will include a review of CRP governance arrangements, meeting participants emphasized the need for that **review to also consider the ongoing role of Independent Steering Committees, to better reflect the advisory nature of those groups, and the fiduciary responsibilities carried by the Lead Center.**”*

2. Proposed steps for taking stock of CRP governance arrangements

Framing and planning the process

March-April 2017

Activities:

- Consulting SMB on goal and scope of the task
- Identify team to carry out activity
- Developing plan and timetable for stock taking activity (SMB6)

Milestones:

- 28 & 29 March: SMB5, Rome
- 18 April: SMB6, virtual

Collecting relevant information

May- July 2017

Activities:

- Collecting necessary documents
- Mapping out current CRP governance arrangements
- Consulting with identified key stakeholders
- Consider risk management framework being developed

Milestones:

- 10-11 May: SC6, Netherlands
- 12-16 June: Science Leaders Meeting, Montpellier

Documentation and discussion of results

August- November 2017

Activities:

- Analysis and synthesis of information
- Presentation of stock-take results

Milestones:

- 27 September: SMB7, virtual
- 7 November: SMB8, Colombia

3. SMB5 Action(s): Seeking inputs

1. **Articulating the goal:** What does the Board want to achieve by taking stock of the CRP governance arrangements?
2. **Key stakeholders to consult:** any or all of the below? Others?
 - CRP Leaders
 - CRP Independent Steering Committee members
 - Center Director Generals
 - Center Board Chairs
 - ARC and Center Audit Chairs (considering risk)
 - System Council, and its advisory bodies
3. **Level of information to support Board consideration:**
 - Collation of information on current situation and perceptions
 - Set of options to consider based on analysis
4. **Resources** to be used