Decision Tree on CGIAR senior representation roles

Purpose

This document provides a decision tree tool to support identification and selection of eligible candidates for representation of the CGIAR System on non-CGIAR Boards and other governance structures, as endorsed by the System Management Board at its 5th meeting.

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Prepared by: Working Group 2 on Rules of Governance

Background

1.   CGIAR receives periodic requests from Organizations and other Bodies for representation of CGIAR, particularly on their governance structures.

2. Given the new governance structure within CGIAR, there is a need for improved clarity on the responsibilities and consultation required in the selection of representatives of the CGIAR System in response to such requests.

3. A current example of the need for selection of a CGIAR representative for the Global Crop Diversity Trust Executive Board has presented an opportunity to review practices and processes as well as providing an impetus to more clearly define decision-making and criteria.

4. The topic was raised with the Board's ad hoc Working Group on Rules of Governance for its strategic consideration and recommended guidance. After intense deliberations, the Working Group concluded that a means to deal with the issue of representation in a generic way, noting that there are many calls on CGIAR to be represented, would be the appropriate way forward.

5. A Decision Tree was proposed as a tool for being able to consider the skills needed as well as the boundaries for involvement, to ensure that sufficient independence is preserved in line with the interest of the System at large. It was agreed that a Provisional Decision tree be developed for consideration.

6. The Working Group discussed Principles for guiding any selection of representation that would represent the context in which the Decision Tree would be used. The Working Group realizes that some decisions on representation may be more complex than others and that good judgment could be used in finding a suitable solution in a transparent and credible manner. The most comprehensive approach might include all the following steps:
   o The Chair of the Board consults with the General Assembly on CGIAR representation and allows for proposal of candidates to be considered;
   o The Chair of the Board discusses representation requests and nominations with the System Management Board;
   o The Chair of the Board always has the option to appoint a small group to assist with identification and evaluation of candidates;
   o The final decision on selection of CGIAR representation rests with the Chair of the Board;
   o The Decision Tree should be used at all levels to guide consideration of eligible candidates for representation, to evaluate any candidate put forward for consideration to serve as CGIAR representative, and to be able to explain the final decision to the System Management Board and the General Assembly of Center. The Decision Tree may also be used by individuals considering nomination for representation to be able to reflect on their own suitability.

Decision Tree: CGIAR Senior Representation Roles

A. EVALUATING THE REPRESENTATION

Q-Does this representation position require a senior **system level** candidate?

* IF YES- General Assembly should also be consulted

IF YES- CONTINUE WITH THIS DECISION TREE

IF NO- seek other processes

B. CHECKING FOR CONFLICT OF INTEREST:

Q- Is there any potential for Conflict of Interest for potential candidates, including:

- Receipt of any direct funding from Institution requesting CGIAR representation

- Existing or planned reporting relationship

- Previous employment within the last 3 years

- Other direct or indirect relations with the Institution

NO

YES--
Looking at detailed declaration of conflict of interest- can these be adequately mitigated?

YES

NO

C. CAPACITY FOR GOOD REPRESENTATION:

Q- Can it be assured that a candidate would have all of the following:

- Current position within CGIAR System

- Ability and committment to represent the CGIAR System

- Appropriate technical, financial and/or legal skills

- Experience in serving on similar structures

YES

NO

YES

NO

DECISION**: Is such a candidate eligible for CGIAR system-level representation?

**Note: Ultimate decision and accountability for chosen candidate rests with Chair of the System Management Board

YES

YES