# Draft plan and timetable for taking stock of CRP Governance arrangements

Purpose:    To outline key elements, areas of enquiry and outcomes for a stocktaking activity of CRP governance arrangements and **present a draft plan and timetable for review by the System Management Board.**

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Part A: Framing the task:
4 key elements to be addressed in taking stock of CRP and platform governance arrangements with the specific areas of enquiry and intended outcomes:

1. Entities and structures
2. Roles and responsibilities
3. Accountability and decision-making
4. Operational modalities and transaction costs

Part B: Draft Plan and Timetable for the stock-taking activity

# A1. Framing the task: Looking at entities and structures of CRP governance

**Element 1. Entities and structures of CRP governance**

Areas of enquiry:

- What entities and structures are part of CRP governance and management?

- Have there been changes in Lead Center/CRP governance models since the IEA review that provide more effective approaches to consider?

- Is a 'one-size-fits-all' governance model of CRP and platforms appropriate and effective?

*Intended outcome(s):*
- *A streamlined set of options for effective CRP and platform governance*

# A2. Framing the task: Looking at roles and responsibilities

**Element 2: <u>Roles and responsibilities</u> in CRP governance and management**

Areas of enquiry:

- What are the roles and responsibilities of the various structures of CRPs and Platforms?

- What is the particular role of Independent Steering Committees (and platform equivalents)?

- How do flagships play a role in this structure?

- To what degree do these roles align with CGIAR's new governance system?

*<u>Intended outcome(s):</u>*

- *CRP governance arrangements optimize the implementation of programs of high science quality and efficiency*

- *Arrangements are better aligned with the transition*

- *Less confusion and lower operational risk*

# A3. Framing the task: Looking at accountability and decision-making

3. **<u>Accountability and decision-making</u> in CRP and platform governance**

Areas of enquiry:

- Where do oversight responsibilities rest?
- Is there duplication and/or gaps?
- How is operational decision-making carried out by the various steering committees?

*Intended outcome(s):*

- *Decisions around CRPs (and Platforms) are made in an open, transparent and equitable way*
- *Enhanced CRP and Platform performance*
- *Assuring trust in the partner centers and funders in decision-making and accountability so that CRPs and Platforms are credible and can secure additional resources*

# A4. Framing the task: Looking at operational modalities and transaction costs

**Element 4: <u>Operational modalities and transaction costs</u> in CRP governance**

Areas of enquiry:

- What are the effort, time and cost implications of current CRP and platform governance arrangements?
- What could be possible options for governance arrangements that are less effort/time intensive and have lower transaction costs?

*<u>Intended outcome(s):</u>*
- *CRP and platform governance is more cost-effective*
- *Time and effort of CRP, Platform and other CGIAR staff can be dedicated more to science activities*

# B. Draft Plan and Timetable

| Activity | Timing | Methods | Who |
|---|---|---|---|
| **Activity 1: Mapping out the current governance arrangements** | April-May 2017 | **A. Collecting and comparing documentation of current CRP governance and management:**<br>• CRP/Platforms' own overview of governance arrangements<br>• Any available descriptions of CRP governance arrangements<br>• ToR of Independent Steering Committees<br>**B. Reviewing inputs into current CRP governance:**<br>• Final Report of IEA's Review of CGIAR Research Programs Governance and Management, March 2014<br>• Decisions on CRP governance by previous Consortium Board and Fund Council | By: System Management Office (Task Team on Taking stock of CRP governance arrangements-lead by Peter Gardiner) |
| **Activity 2: Understanding how things are working and could work in the future** | June-July 2017 | **A. Gathering information, views and ideas on CRP governance from key stakeholders, possibly using:**<br>• Individual conversations<br>• Group discussions (e.g. CRP Leaders' meeting, June 2017)<br>• Survey<br>**B. Exploring results of a small CRP/Platform leaders' group brainstorming on streamlining options**<br><br>**C. Considering potential risks**<br>• Review the risk management framework being developed | By: Office Task Team with support from consultant*<br>With:<br>- Center Directors General and Board Chairs<br>- CRP and Platform Leaders<br>- CRP governance structures (e.g ISC)<br>- System Council and advisory bodies (IEA, ISPC) |
| **Activity 3: Analysis and documentation** | August-Sept 2017 | **A. Analysis and synthesis of information based on 4 key elements**<br><br>**B. Developing a useful way to present stock-take results to support Board discussion and decision on actions for the future** | By: Office Task Team with support from consultant* |

*Note: It is recommended that the System Management Office identify and contract a consultant to support the Office's Task team in carrying out activities 2 and 3 to provide an 'external' independent perspective in interviews and any analysis and recommendations.*