

Respective Roles of the System Council and the Integrated Partnership Board

Purpose

This document sets out an overview of the respective roles of the System Council ('SC') and the Integrated Partnership Board ('IPB'), as defined in the Charter of the System Organization ('Charter') and the CGIAR System Framework ('Framework') as amended with effect from 1 October 2024.

Principles

The following principles were proposed by the joint System Board-System Council Working Group, which advised on the 1 October 2024 amendments to the Framework and Charter:

- 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.

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) <i>Italic text indicates article ref number</i>	
		IPB	System Council
Vision, Strategic Direction and Advocacy	Approval of the Strategy and Results Framework and of strategic priorities	<i>8.2 a), b)</i>	Concurrence <i>6.2 a), b)</i>
Governance	Appointment, suspension and termination of IPB members; and approval of KPIs against which IPB reports and SC assesses IPB performance	N/A	<i>6.2 d)</i>
	Approval of IPB members' remuneration	N/A	<i>6.2 e)</i>
	Appointment and performance of EMD	<i>8.2 f)</i>	N/A
	Establishment, appointment of membership of, advisory bodies (ISDC, IAES, SPIA)	N/A	<i>6.2 g)</i>
	Approval of advisory bodies' budgets/workplans	<i>Input into evaluation plans/financing 8.2 aa)</i>	<i>6.2 g)</i>
	Approval of CGIAR Policies that are strategic, system-wide and critical to maintaining the reputation of the CGIAR System	Concurrence <i>8.2 g)</i>	<i>6.2 i)</i>
	Approval of any other CGIAR Policies in accordance with IPB's procedures for the adoption of CGIAR Policies	<i>8.2 h)</i>	N/A
	<i>Note – the two elements above related to policy approval are expected to be amended once the Internal Rules Framework is adopted – changes are anticipated to be in lin with the UGR Memo on policy identification/adoption.</i>		
	Ensure completeness/effectiveness of Partnership internal/external audit arrangements and ethics function	<i>8.2 j)</i>	<i>Ensure through AOC that these provide sufficient assurance 6.2 h)</i>

Area	Decision	Final approver (in green) <i>Italic text indicates article ref number</i>	
		IPB	System Council
	Appointment of System Organization external auditor	8.2 k)	N/A
	Approval of System Organization annual financial statements	Concurrence 8.2 l)	6.2 k)
	Receive assurance from IPB of compliance with CGIAR Policies and effective use of funds across Integrated Partnership	Monitor compliance 8.2 i)	6.2 j)
Partnership Engagement	Approval of partnership strategy and engagement framework	8.2 m)	Concurrence 6.2 m)
Resource Mobilization	Oversee Resource Mobilization	Oversee 8.2 r), s)	<i>Provide input on strategy/plan 6.2 n)</i>
Financial and Programmatic Performance	Approval of proposals/indicative funding for the CGIAR Portfolio	Concurrence 8.2 t)	6.2 p)
	Approval of overall financial plan incl. CGIAR System costs	Concurrence 8.2 u)	6.2 q)
	Annual financial and programmatic reporting	<i>Reporting 6.2 v)</i>	<i>Review/feedback 6.2 r)</i>
	Fiduciary responsibility for use of funding from CGIAR Trust Fund	8.2 w)	<i>Receive assurances from IPB 6.2 o)</i>
Evaluation	Oversee M&E of CGIAR Research	8.2 y)	
	Approval of multi-year evaluation plan proposed by IAES	<i>prior input 8.2 z)</i>	6.2 t)
	Approval of ex post impact assessment plans (SPIA)	<i>prior input 8.2 aa)</i>	6.2 u)