

Update on actions agreed with the System Council

Purpose: This additional resources for the System Council's 23rd meeting sets out previously agreed action points and decision items requiring follow-up, and an update on the status of their completion.

Completed action from previous meetings

SC22

SC22-AP1

- The System Council requested that a report on the CGIAR Global Assets Study be provided to the System Council's 23rd meeting in December 2025.

Details of
Completion

- Included in agenda item 15, Global Asset Review Report, of SC23

Completed action from previous meetings

SC22

SC22-AP2

- The System Council requested that the EMD's presentation to each System Council meeting include high-level reporting on CGIAR's strategic risks as they relate to the approved risk appetite.

Details of
Completion

- Included in agenda item 3, Update from the Executive Managing Director, of SC23

Completed action from previous meetings

SC22

SC22-AP3

- The System Council requested that a written interim status report on implementation of the Risk and Oversight Plan be provided in Q1 and Q3 each year by the integrated assurance functions, to supplement the reporting by the IPB at each ordinary System Council meeting.

Details of Completion

- Due to the timing of appointment of two of the Integrated Partnership assurance executive roles (for Internal Audit, and for Risk & Internal Controls) at the start of October 2025, the report for Q3 was not issued at that time, however an up-to-date report on the Risk & Oversight Plan's implementation has been provided as a resource for the SC23 meeting (under agenda item 2).

Completed action from previous meetings

SC22

SC22- AP4

- The System Council requested that a target date for delivery and approvals of the Ethics & Business Conduct Escalation Framework be agreed and communicated following the planned call between the AOC Chair and AFRC Chairs on 16 June 2025 and noting the request for adequate review time of any drafts and final versions by the AOC.

Details of Completion

The AOC and IPB AFRC issued a joint statement on 20 November 2025, recommending the IPB concur with the Escalation Framework and approve its submission to the System Council for approval. On 21 November 2025, the IPB concurred with CGIAR Ethics and Business Conduct Escalation Framework and approved its submission to the System Council. The System Council is requested to approve the CGIAR Ethics and Business Conduct Escalation Framework during the SC23 meeting. At the time of issue of this document Center AFRC and Boards are undertaking their decision-making process with approval process set to be completed by end of 2025. The IPB AFRC and AOC joint statement recommended a review of the CGIAR Escalation Framework no later than 31 October 2026, considering any updates required as part of the ongoing evolution of CGIAR's governance and integrated operating model.

Completed action from previous meetings

SC22

SC22- AP5

- The System Council requested Management to set out clearly how the 2025-30 science and innovation Portfolio will define, monitor and report on, and drive performance and results towards its intended impacts and outcomes in CGIAR's Gender Equality, Youth, and Social Inclusion Impact Area in the context of the 2030 Research and Innovation Strategy, for information and discussion at its 23rd meeting

Details of Completion

- Included in agenda item 16, Gender in Science, of SC23

Completed action from previous meetings

SC22

SC22- AP6

- The System Council requested the Assurance Oversight Committee (AOC) to reflect on whether its current name best reflects its mandate and report back to the Council by 31 July 2025.

Details of Completion

- The AOC has conferred internally and consulted on the background to this request. The committee continuous to strive to clarify its oversight role and differentiation from the role of the IPB-AFRC, but suggests that this might be better achieved through a clearer introductory paragraph on the [standing committees webpage](#), rather than a new name. Further, the suggested alternate name of “Oversight Assurance Committee” is very similar to the current name and may cause confusion.
- SC informed via email sent on 08/06/2025

Completed action from previous meetings

SC22

SC22- AP7

- The System Council asked that it be recalled to all IPB members as part of the ongoing process to select the IPB Chair and Vice Chair that honorarium arrangements for those roles are subject to the outcome of the honorarium review process led by the Nominations Committee of the System Council.[1]

Details of Completion

- Following SC22, the Secretariat consulted on this item and determined that this Action Point is addressed by existing text of the terms of reference for the Integrated Partnership Board (IPB) Chair and Vice Chair, as approved by the IPB on 5 June 2025, which state that “The expected time commitment and the honorarium for the [role] is determined by the System Council following recommendation from its Nominations Committee.” Additionally, the TOR for the IPB Chair state that “The time commitment and the honorarium as referred to in the previous clause is periodically reviewed by the Nominations Committee of the System Council. When System Council approves changes to the time commitment and the honorarium, these will be binding...”
- In an email to IPB members on 9 June 2025, the IPB Secretary also noted that “Members are reminded that the Nominations Committee of the System Council is currently undertaking an honorarium benchmarking process. The impact on compensation and time commitment for the roles, if any, is not yet clear.” This Action Point is therefore considered addressed

Completed action from previous meetings

SC22

SC22- AP8

- The System Council took note of a request made relating to the approach for setting agendas for System Council meetings and asked that the Secretariat reflect on this together with inputs provided via the survey on the meeting and propose the future approach.

Details of completion

- A survey of the meeting was done after SC22, with insightful inputs from SC22 attendees. The Secretary also met with funders and shared the proposed agenda items for their comments. These helped to shape the Provisional Agenda issued on 12 November 2025.
- This same approach of seeking feedback on each meeting, and during preparation of agenda for future meetings, will continue to be followed.

Completed action from previous meetings

SC22

SC22- AP9

- In view of CGIAR's evolving operating environment and funding landscape, the System Council requested that Management's action plan in response to ISDC's targeted review of the 2025-2030 Program and Accelerator Inception Reports, and complete 2025 Plans of Results and Budgets, be presented to the System Council for endorsement, clearly setting out how the 2025-2030 Science and Innovation Portfolio has been adapted following its approval in December 2024.

Details of completion

- Two touch point sessions were held with the System Council on 10 September 2025. System Council on 24 October 2025 endorsed the management action plan as a response to the Independent Science for Development Council (ISDC) Review of the CGIAR 2025-30 Programs and Accelerators (SC22/EDP09)

Completed action from previous meetings

SC21

SC21- AP4

- The System Council requested that two working groups be formed in Q1 2025, focusing on the following, and with diverse membership (including from the IPB and System Council) drawn from those with direct experience in the respective areas:
 - Innovative Finance modalities
 - Incentives for portfolio funding (Windows 1 &2), including the role of cost sharing mechanisms
- The Working Groups should work together collaboratively and would be asked to provide updates on progress and any recommendations for System Council decision in advance of the 2025 regular System Council meetings

Details of completion

- Included in agenda item 14, Report from the Finance Working Groups, of SC23

Completed action from previous meetings

SC21

SC21- AP2

- The System Council requested that Terms of Reference be developed by end-Q1 2025, for System Council consideration and approval, for a review of how CGIAR's independent advisory functions align with the new governance structure. Such a review should be conducted in 2025 under the oversight of SIMEC, with the support of independent external experts.

Details of completion

- Such a review of the independent advisory functions is provided for in the Independent Advisory and Evaluation Service Terms of Reference (*Para 9.1: "SIMEC will review the effectiveness of the organizational arrangements of CGIAR's Independent Advisory and Evaluation Service every three years in consultation with the ISDC and SPIA Chairs, Director, Independent Advisory and Evaluation Service and the Executive Managing Director of CGIAR, or at other time periods should capacity needs or other circumstances require, providing updates and recommendations to the System Council to ensure optimal performance and arrangements."*)
- The Terms of Reference for the Review of CGIAR's Advisory Bodies was approved by the System Council on 19 July 2025. SIMEC has been conducting the review and will present its recommendations during SC23.

Completed action from previous meetings

SC20

SC20- AP2

•The System Council, with a shared vision for the future of CGIAR as an integrated partnership, underscores the critical and urgent need for the integration of the following functions across the System: Internal Controls & Risk Management, Internal Audit, External Audit, and Ethics & Business Conduct. Integration of these functions is a key step that needs to be undertaken before the end of December 2024. The internal audit function, in particular, must be independent from management, in line with the International Standards for the Professional Practice of Internal Auditor. The System Council asks the EMD, working with the ICI Forum, to submit a time-bound risk and oversight integration action plan on internal audit, external audit and ethics & business conduct to the System Board by 24 July 2024. The Council further asks the System Board to review and approve the action plan and submit it to the System Council for decision by 31 July 2024. The Council asks the Integrated Partnership Board (once appointed) to report on progress of the implementation of the Action Plan by the System as a whole and by individual Centers by the end of September 2024 and at each of its System Council meetings starting in December 2024. The internal controls & risk function will be added to the ICI Forum priorities to complement the work on internal audit, external audit and ethics & business conduct. The System Council asks the EMD, working with the ICI Forum, to submit an updated risk and oversight integration action plan that incorporates the internal controls & risk management aspects to the IPB by the end of October 2024. The IPB will submit this action plan for decision by the System Council at its December 2024 meeting.

Details of completion

- System Council decision-making on the 4 Ethics and Business Conduct Policies, CGIAR Integrated Partnership Risk Management and Internal Controls Framework and Risk Appetite Statement completed at SC22. Reports on implementation progress will be provided at each subsequent formal System Council meeting.
- Final EBC policy deliverable – the EBC Escalation Framework – on SC23 agenda for approval
- Regular reporting as requested by the System Council will continue to be provided as requested in the action point.

Open action from previous meetings

SC18

SC18- AP4

- The System Council requested that the System Board Chair actively facilitate the formal and inclusive integration of Centers not party to the Integrated Framework Agreement (IFA) into One CGIAR.

Status

- There has been significant and fruitful engagement at management and Board level with CIFOR-ICRAF including as described in the update to SC22 on this action point.
- It is important to note that CIFOR-ICRAF were actively involved in the development of Portfolio 2025-2030, and the partnership between the Center's scientists and other IFA Centers is still ongoing.
- CIFOR-ICRAF has been an active participant in the General Assembly of Centers including in the recent recommendation made regarding the evolution of CGIAR's governance, through which, if approved, it is hoped that fuller participation in the Integrated Partnership at the governance level for CIFOR-ICRAF can be achieved.