

## 4<sup>th</sup> CGIAR SYSTEM COUNCIL MEETING

### ANNOTATED PROVISIONAL AGENDA

Wednesday 10 May & Thursday 11 May 2017

Royal Tropical Institute (KIT), Amsterdam, The Netherlands

**DAY 1: Wednesday 10 May 2017, 09:00-18:00**

Royal Tropical Institute (KIT), Room: Mauritszaal

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**Agenda Item 1: Opening Session**

**FOR ADOPTION**

09:00 – 09:30 am

**\* Supporting document(s):**

SC4-01, Provisional Agenda

*\*\* As an advance item, the System Management Office will have determined whether there is a quorum present to conduct meeting business according to Article 7.3 of the CGIAR System Framework (“Framework”) based on attendance at the opening of the meeting, which will be communicated to the System Council Chair.*

**a. Juergen Voegele, System Council Chair** will open the meeting, and welcome all System Council members, Active Observers and other participants to the 4<sup>th</sup> meeting of the System Council. The Chair is expected to recognize the hosting of this 4<sup>th</sup> System Council meeting by the Government of the Netherlands, offering great appreciation for the efforts and financial contribution that this hosting has entailed.

**b. A Co-Chair will be nominated** and elected for the meeting pursuant to Article 5.2 of the Framework. Pursuant to Articles 3.1. (b) and 5.3 of the Framework, both the Chair and Co-Chair of the System Council serve as impartial, ex-officio non-voting members. The Co-Chair, upon appointment into that role, will be invited to nominate a temporary alternate to fulfil his/her functions as a System Council member during the meeting for which the Co-Chair has been elected, pursuant to Article 5.4 of the Framework. There is no requirement that such a nomination be made. However, if not, the voting seat remains empty during the course of the absence.

The Chair is expected to ask the System Council members for a nomination for Co-Chair

*\*\* System Council tradition is that the host country takes on this role.*

**c. The Chair will ask if there are requests for any other business** for inclusion in the meeting agenda, and subject to discussion on potential additional items, then call for adoption of the Preliminary Agenda as the formal agenda for the meeting.

**d. Declarations of interest:** System Council members and Active Observers will be asked to make any relevant declaration of interest regarding agenda items for the meeting.

**Action Requested:** The System Council is invited to-

1. Adopt the meeting agenda
2. Elect a meeting Co-Chair

## Agenda Item 2: Positioning our conversations in the context of where we want to be in the future

09:30 – 10:30 am

FOR INFORMATION

*\* **No Supporting document(s)**, presentation delivered by invited guest on the day*

**The Chair is expected to frame the session** by highlighting that it is intended set the scene, not only for this meeting but also for an annual conversation on whether the CGIAR System is heading in the right direction.

The Chair may express the importance and value at looking at the context we are in today, especially with the help of experts in this area as an **introduction to the keynote speaker - Dr James Canton**, who is CEO and Founder of the Institute of Global Futures, an advanced sciences and technologies futurist, a global demographic futures expert, and author of Extreme Futures and other seminal books.

The session is structured as follows:

- Keynote presentation by Dr. James Canton, Institute for Global Futures.
- Discussion lead by Chair, System Council.

After the presentation, the Chair is expected to speak to some of the key highlights from the keynote given by Dr. James Canton and how this provides some interesting elements for consideration for CGIAR and for the deliberations of the System Council.

The Chair is expected to frame the discussion following the presentation with a key question of **'are we thinking boldly enough about what CGIAR can offer to the grand challenges of the world?'**. The Chair is expected to note that some useful inputs from the System Council would be on **'what would CGIAR need to be in 5 to 10 years' time to support delivery of the world's best solutions to the grand challenges before us?'**

**Action Requested:** No formal action is requested

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10:30 – 11:00            BREAK (Onder de Borgen)

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**Agenda Item 3: Funding**

11:00-13:00

**FOR STRATEGIC DIRECTION**

**\* Supporting document(s):**

SC4-03, Funding Modalities- Scoping Paper, Revision 1

**The Chair will open the session** with brief introductory remarks on Funders' great support to the CGIAR System over the years while highlighting changes in funding levels and modalities particularly over the past couple of years, with the potential for further changes.

The Chair is anticipated to emphasize that the System Council's role is to be strategic in how the CGIAR is funded and that this session offers the opportunity for the Council to consider into the longer term what the possible mechanisms are to help deliver a resource base and right set of funding channels and mechanisms. The Chair may pose the question of *'How do we as a System seize and act upon the opportunities that today's environment brings?'* to frame the session.

The Chair is expected to point to the action that was agreed at the November 2016 3<sup>rd</sup> System Council meeting- SC/M3/AP1 – Genebanks and broader funding discussion- which called for the System Management Office to put in motion a wider funding discussion amongst the System Council members (which includes the Genebanks decision, builds on the work done on the transition, and does not seek to reinvent the wheel).

The Chair is may therefore introduce the scoping paper made available for this session which presents some analysis of the challenges raised and provides some examples to illustrate potential solution areas. The Chair may highlight that these are not presented as proposals or recommendations, but instead as potential ideas that could merit further discussion and consideration.

The Chair will hand over to **Elwyn Grainger-Jones, Executive Director, System Organization** to lead the System Council through this important session with a presentation to set the scene and extensive time for discussion.

**Action Requested:** The System Council is invited to deliberate and provide strategic direction on possible options for funding modalities.

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13:00 – 14:30

LUNCH and time for networking (Onder de Borgen)

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## Agenda Item 4: Bringing in the essential element of prioritization into our resource allocation decisions

14:30-16:00

FOR STRATEGIC DIRECTION

**\* Supporting document(s):**

- SC4-ISPC pre-meeting resource: Consolidation of CRP and Platform 2017 Workplans
- *Note: Outcomes of the ISPC workshop will be made available during this session*

**The Co- Chair** is expected to open the session indicating that a pre-meeting workshop, organized by ISPC, took place on Tuesday 9 May 2017 on ‘Supporting decision-making for prioritizing resource allocation to achieve a dynamic and effective CGIAR research. S/he is expected to refer to the importance of prioritization and welcoming this initiative to bring together funders, Centers and the ISPC to discuss this topic.

In framing the session, the Co-Chair is expected to highlight that at the November 2016 CGIAR System Council meeting, the Council adopted Decision SC/M2/DP3 approving, upon the recommendation of the System Management Board, the CGIAR research proposals and platforms as part of the 2017-2022 CGIAR Portfolio. The SC decision also emphasized the need for a methodology for recommending funding allocations, as well as the importance of building the capacity for a dynamic portfolio which could potentially involve adding or dropping activities.

The Co-Chair is likely to highlight that the workshop aimed to facilitate discussion of the ramifications of various allocation options for the science quality and effectiveness of CGIAR research as well as the capacity and information needed to implement them, with the objective to build consensus on the way forward for resource allocation to support a dynamic and effective CGIAR research portfolio.

The session is structured as follows:

- a. Presentation on ‘Taking stock of outcomes from the ISPC workshop [30 minutes]  
Presented by: Maggie Gill, Chair of ISPC

Maggie Gill is expected to provide a stock-take of the outcomes from the ISPC workshop held on the afternoon of Tuesday 9 May 2017.

She may outline that since allocating resources, and particularly W1 funding, across the CRPs requires a transparent process to align the proposed outputs and outcomes with the priorities of the investors, there is a need to identify options for allocating resources to CGIAR research activities in the short, medium and long term in order to maintain a dynamic and effective research portfolio— each of which requires a specific approach:

- i. Prioritization over the long term: (e.g. updating of the SRF to give clear direction on which areas of research - different commodities, different policies and upstream versus downstream).
- ii. Allocation of resources over the medium term, i.e. to the proposals which have been approved as 'fundable' by the SC.
- iii. Within year reallocations in response to funding shortfalls or additional funding

Maggie Gill may indicate that in the workshop the focus was on the short and medium term resource allocation issues with the aim to explore feasible decision-making approaches.

- b. Discussion on: information needs for 2018 prioritization decisions  
Lead by: Co-Chair, System Council.

The Co-Chair is expected to recognize the work undertaken by those at the workshop on Tuesday 9 May to look for ways to support decision-making for prioritization of resource allocation in order to achieve a dynamic and effective research portfolio.

It is anticipated that the Co-Chair would then highlight the importance of the System Council deliberating on this now to be able to provide strategic direction to the ISPC and the System Management Board on information needs for 2018 prioritization decisions, which will need to be made during this year.

**Action Requested:**

The System Council is requested to provide strategic guidance and inputs on information needs for 2018 prioritization decisions.

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16:00 – 16:30                      BREAK (Onder de Borgen)

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**Agenda Item 5: Being certain that the system is adequately addressing agricultural systems in fragile environments.**

16:30-18:00

**FOR STRATEGIC DIRECTION**

**\* *Supporting document(s):***

- SC4-05A, Update on progress on GLDC
- SC4-05B, Expert Panel Report (re-issued to SC)
- SC4-05C, Critical Interim Research Initiative

**The Chair** may frame this session by recalling that a proposal for a CGIAR Research Program (CRP) on Grain Legumes and Dryland Cereals (GLDC) was not included among the CGIAR programs and platforms endorsed by the System Management Board which then went forward for decision on the composition of the 2017 -2022 CGIAR Portfolio by the System

Council in September 2016. Noting the importance of these crops to the overall goals of CGIAR and to the drylands areas the System Council at its September meeting stated that:

*“The Council is open to any suggestion from the System Management Board that will address the critical commodities, geographies and communities from within the GLDC proposal, particularly those with a focus on poor people; ...The Council makes no prescription on what may be submitted, with options including a CRP, a platform or any other potential approach), accepting that the former processes have not worked, and a “one size fits all” may not be appropriate in the complex settings in which such programs operate.”*

[Extract from SC2 Meeting Summary].

The Chair may indicate the dual intent of the agenda item to:

- (1) raise awareness that the System Management Board recommends making a call for a new, revised proposal for GLDC; as well as
- (2) show the results of the request from the Chair for USAID to lead a friends of GLDC group to try and establish bridging funding for the breeding program component of GLDC in 2017.

The Chair is expected to outline the session structure as follows:

#### **Part A: GLDC call for proposal**

- a. Presentation on **‘Taking stock of the System Management Board’s proposed next steps on a proposal to focus on key priority needs from the former GLDC proposal’**  
Presented by: Peter Gardiner
- b. Discussion on the proposed call for proposals and some particular considerations  
Lead by: Chair, System Council.

The Chair is likely to highlight that the call follows the recommendations of the System Management Board Working Group-commissioned expert panel presented in the ‘Matlon Report’ (SC4-05B). The Chair may recognize the work done by the Working Group on GLDC of the System Management Board and the Expert Panel, supported by the System Management Office, in moving this forward.

It is anticipated that the Chair highlights the recommendations of the report to focus and prioritise crop choice in the new proposal which leads to a focus on S. Asia and SSA and essentially describes any spill over work for the temperate drylands (shorthand for the WANA countries) to a later phase and with additional money.

The Chair is likely to invite confirmation of this approach and strategic input on the call to ICRISAT and the timeframe for development and review of the proposal, with the

expectation that the proponents will bring a complete CRP to the table for funder consideration potentially as early as November of 2017.

## Part B: Critical interim research support

- c. Presentation on 'Critical interim research'  
Presented by: **Rob Bertram**
- d. Discussion on: identifying the immediate financial needs to support the essential breeding elements and consideration of options  
Lead by: **Chair, System Council.**

The Chair may reiterate that what was clear was that the research on these crops is critically important and simply leaving a gap in funding is not a desired outcome.

The Chair is expected to highlight he had agreed that interested donors should consult and explore the potential for an interim, gap-year support via bilateral arrangements that would ensure continuity in support of these essential CGIAR activities. An update of the progress to generate interim proposals from affected centers was provided by USAID in the SC 3 virtual meeting, and in several subsequent emails, and now three possible options have been presented for the System Council to consider and discuss the best way forward.

The Chair may highlight that document (SC4-05C) provided to the System Council shows that proposals were sought out that treat an array of crops, some of which are likely to fall inside the GLDC proposal and some (like common beans adapted to more humid environments) which may fall outside the GLDC proposal. The document seeks support for a donor mechanism to support GLDC crops in 2017, but the Chair may want to make the System Council aware that it may have also to decide on mechanisms of support for other crops not included in the CRP portfolio in 2018 and beyond.

The Chair is expected to invite the System Council to discuss and offer comments.

In support of the discussion the Chair may again outline the three options put forward:

- I. Expanded interim proposals (4 proposals as Annexes in Document SC4-05C) funded with a combination of earmarked, additional Window 1 funding from interested donors, possibly in combination with other donors via Window 3 or bilateral (non-CGIAR Fund) arrangements.
- II. Potential contributions through additional, earmarked Window 1 contributions would be limited to the scope and budgets associated with flagship 4 and 5 from GLDC, which were highly rated by the ISPC in the earlier proposal.

- III. No earmarking of additional, Window 1 funding; any action taken informally and solely among interested donors using bilateral arrangements (possibly including Window 3).

**Action Requested:** The System Council is asked to

1. Provide strategic guidance, or endorsement where considered appropriate, on the draft call for proposal for a CGIAR research program.
2. Provide inputs on the immediate financial needs to support the essential breeding elements with respect to the three options presented.

#### **SPECIAL UPDATE: Threat and response to fall armyworm in Africa**

**The Chair** is expected to highlight that these System Council meetings should be a time to explore key issues and opportunities that are present in the world and how CGIAR plays an important role. As such a current challenge that merits awareness and close attention is the major emerging threat of the tenacious fall armyworm pest in Africa. As the fall armyworm threatens to attack more than 80 different plant species including maize, a major staple in sub-Saharan Africa on which more than 200 million people depend, this presents an urgent need to avoid economic hardship for smallholder farmers across Africa.

In recognition of a new multi-pronged approach being undertaken to effectively defeat fall armyworm in Africa, the Chair is likely to invite a short briefing on this response from CIMMYT and FAO which are heavily involved.

**\* Supporting document(s):**

[http://www.cimmyt.org/press\\_release/multi-pronged-approach-key-for-effectively-defeating-fall-armyworm-in-africa/](http://www.cimmyt.org/press_release/multi-pronged-approach-key-for-effectively-defeating-fall-armyworm-in-africa/)

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18:00            Close of day 1

**\*\* Notes for day 2:**

- *the System Council will reconvene on day 2 at 09:30am, please note that Day 2 of the SC4 meeting will take place in a different room- Leeszaal*
- *There will be a breakfast meeting of funders on 'A Global Roadmap for mainstreaming biofortification in CGIAR Breeding Programs' taking place in the Leeszaal Room from 08:00-09:00 before the start of Day 2 of SC4.*

## DAY 2: Thursday, 1 May 2017, 09:30-17:00

Royal Tropical Institute (KIT), Room: Leeszaal

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**The Chair will reconvene the meeting** and is expected to briefly summarize the proceedings from the day prior.

*\*\* In support of this, a set of summary bullet points from Day 1 will be prepared.*

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### Agenda Item 6: The amount and type of risk that CGIAR as a System should be willing to take to achieve its mission

#### FOR STRATEGIC DIRECTION

09:30 – 10:30

**\* Supporting document(s):**

SC4-06, Presentation on developing a Risk Management framework

**The Co-Chair is** expected to outline that in June 2016, CGIAR's Centers and Funders agreed, as set out in the *CGIAR System Framework (Article 6.1(l))*, that the System Council would approve a risk management framework of the CGIAR System, that will be developed by the System Management Board, collaboratively with the System Management Office and Centers.

The objective of this session is to share the progress to date in the development of the risk management framework and to capture System Council thinking in support of further work to finalize the risk management framework before it is submitted for approval in the November 2017 System Council 5<sup>th</sup> meeting.

**The session is structured as follows:**

- a. **Presentation on** 'taking stock of Center and System Management Board progress on the development of a risk management framework of the CGIAR System'  
**Presented by** Karmen Bennett, Head of Board and Council Relations, System Organization
- b. **Discussion on** elements of the risk management framework development  
**Lead by:** Co-Chair, System Council.

The System Organization's presentation – built from early cross-Center consultations – is also expected to provide information on a road map to formation of the System Council's 2<sup>nd</sup> and final standing committee (the Audit and Risk Committee), and how the System Management Board is taking forward its responsibility of defining and approving the terms

of reference for, and the means of fulfilling, the “Internal Audit Function” contemplated in Article 2.(d)(iii) of the CGIAR System Framework (*as defined in the definitions section*).

The presentation is expected to conclude with the posing of a number of policy/principles questions for the System Council, together with an invitation that several System Council members – from across the funding windows spectrum – support the ongoing development of the risk management framework, and definition of the Internal Audit Function in a “sounding board” capacity.

The Co-Chair is likely to speak to some of the key highlights from the presentation, including how positive it is to see such a collaborative approach being undertaken amongst various groups across CGIAR in the development of the risk management framework, and the fact that this is building on good practice ongoing on risk across the System.

The Co-Chair is then expected to highlight the key areas outlined in the presentation for System Council input and possible endorsement, including: (i) helping to identify categories of risks; getting to aligned terminology on risk appetite (but maintaining flexibility for each separate legal entity to continue to use what works internally for them); and (iii) how various risks will be managed.

**Action Requested:** The System Council is asked to

1. Provide strategic guidance, or endorsement where considered appropriate, on elements of the risk management framework
2. Consider a few funders to join the continued work in developing a risk management framework

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10:30 – 11:00            BREAK (Room foyer)

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### Agenda Item 7: Getting the best possible independent advice

FOR DISCUSSION/DECISION

11:00 – 13:00

**\* *Supporting document(s):***

SC4-07A-Revision 1, Revised ISPC TOR ('Draft 2')

SC4-07B, Accountability Matrix- ISPC TOR

SC4- 07C, Revised IEA TOR

SC4- 07D, Accountability Matrix- IEA TOR

In framing the session, **the Chair** is expected to speak to the value of independent advice for not only the System Council, but for the CGIAR System as a whole.

The Chair is expected to invite the Chair of ISPC and Head of IEA respectively to speak briefly on the Terms of Reference and their revisions, before opening the session up for a discussion on where the System is, and what the System Council needs in terms of independent advice.

The Chair is expected to seek inputs from the System Council on what is optimal in terms of the scope of activities for these two entities and what the next steps should be in finalizing the terms of reference.

**Action Requested:** The System Council is expected to

1. discuss and provide guidance as necessary on next steps for progressing the Terms of Reference for the ISPC
2. provide guidance on how it wishes to take forward the IEA TOR.

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13:00 – 14:00            LUNCH (Restaurant de Tropen)

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### Agenda Item 8: How can we further strengthen CGIAR's Gender Strategy? FOR STRATEGIC DIRECTION

14:00-15:00

**\* Supporting document(s):**

SC4-08A, Summary Report of Evaluation of Gender in CGIAR Research  
SC4-08B, Summary Report of Evaluation of Gender in the Workplace  
CGIAR Gender Research Action Plan briefs

**The Co-Chair** may likely open this session with a reminder that the CGIAR is committed to delivering research results that benefit poor rural women.

The Co-Chair is expected to point to the structure of the session as follows:

- a. Framing of the session and providing necessary background information by Elwyn Grainger-Jones
- b. Presentation on 'Guidance on strengthening gender in research and gender in the workplace'  
Presented by Rachel Bedouin, IEA

- c. Presentation on 'Perspectives from within the Portfolio about next steps for gender'  
Presented by: Karen Brooks, CRP Director, Policies, Institutions and Markets CRP [Virtual]
- b. Discussion on what are optimal arrangements to keep gender issues at the forefront of CGIAR's work  
Lead by: Co-Chair, System Council

**Action Requested:** The System Council is expected to give strategic guidance on the optimal arrangements to keep gender issues at the forefront of CGIAR's work.

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## Agenda Item 9: Looking at Performance Management

### FOR STRATEGIC DIRECTION

15:00-16:00

**The Chair** is likely to highlight, in framing this session, that under the Charter of the CGIAR System Management Organization, the System Management Office has a function to '*lead a consultative process with the ISPC and other CGIAR System entities for the development of an integrated framework for a performance management system for CGIAR Research that provides feedback on progress and results and contributes to decisions on the allocation of resources*' as set out in Article 11 (hh).

As the performance management framework continues to evolve, the System Council and the System Management Board are being consulted on concepts, plans and ongoing processes in the development of the integrated framework for performance management, particularly key components of this.

The Chair may point out that this session allows an opportunity for the System Council to be briefed on activities and progress and to engage in discussions towards shaping the future steps and direction in a strategic way.

This session will involve:

- a. Presentation on 'update on steps taken and planned in the development of an integrated framework for performance management'  
Presented by: Philippe Ellul, System management Office
- b. Discussion seeking strategic guidance on moving the development of the integrated framework for performance management forward.

The Chair will likely invite System Council members closely involved in the process to provide additional updates, before an open discussion towards providing guidance to this important initiative.

**Action Requested:** The System Council is expected to give strategic guidance on development of an integrated framework for performance management.

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### Agenda Item 10: Inspiring the Way Forward

FOR INFORMATION

16:00 – 16:30

It is anticipated for the **Chair** to invite the President of the Wageningen University and Research Executive Board, Prof. Louise O. Fresco, to present to the System Council.

The Chair is likely recognize, with great appreciation, the hosting of this 4th meeting of the System Council by The Netherlands including an important site visit to Wageningen University taking place the next day- Friday 12 May 2017.

The Chair may refer to the new strategic partnership between CCAFS and Wageningen University and Research for impact on food security.

### Agenda Item 11: Other Business and Close of Meeting

FOR INFORMATION

16:30-17:00

#### **a. Any other business**

The Chair will return to the “any other business” that were proposed and accepted to be included as other business during the opening session, or which were included in this agenda item over the two days of discussions. It is anticipated that the Chair will additionally ask the System Council if there are other matters that still need to be addressed at this time. The System Council will then discuss any other business that may have been tabled.

#### **b. Closing the Meeting**

For closing the meeting the Chair may likely summarize some of the key discussions, decisions and actions emerging from the two-day meeting.

The Chair is expected to thank the System Council members and active observers for their time and commitment, as well as the System Management Office for their great support in organizing the meeting.

As host of the 4th System Council meeting, the Government of the Netherlands will be recognized for its generosity and hospitality. The Chair would like to extend great appreciation to the many people involved from the Netherlands in making the whole week of meetings possible.

**The Chair is then anticipated to take the opportunity to recognize Martin Kropff**, Interim Chair of the System Management Board, for all his efforts and accomplishments in chairing this new governance entity as part of the transition, as this is his last System Council meeting as Interim Board Chair, with a new Board composition and Chair to take effect as of 1 July 2017.

At this juncture, the Chair can close the meeting by indicating that the next meeting of the System Council will be its 5<sup>th</sup> meeting planned to take place on Thursday 9 and Friday 10 November hosted by CIAT in Cali, Colombia. The System Council are also invited to attend the “CIAT-50” Anniversary Event on Wednesday 8 November 2017.

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17:00            Close of day 2.

It is anticipated that System Council members may find some additional time for networking and further informal conversations beneficial after the close of the meeting, therefore space and refreshments will be made available at this time.