

Chair's Summary
10th System Management Board ('SMB') Meeting
26-27 September, Nairobi, Kenya

**Dear Board Members and Active Observers,
Dear Center Board of Trustees Chairs, Directors General and other colleagues,**

Based on the Board's agreement at this 10th meeting (refer to decision SMB/M10/DP7 in the text that follows), this document represents an evolution of the 'Chair's Summary' concept into the formal SMB10 summary report.

It is shared across the System as soon as possible after the meeting once signed off by the Board. It replaces both the shorter and the longer summaries previously produced, as the Board felt that this approach would deliver more on-time substantive summaries of Board meetings and reduce duplication in effort and communications. I trust that you concur.

With that introduction, before turning to the details of the Board's deliberations, I would like to express the Board's sincere appreciation to the ILRI team for preparing an excellent meeting venue in Nairobi and for an informative visit to see their work in action. Thanks also to the ICRAF team for a similarly stimulating visit and the opportunity to meet a wider pool of CGIAR Centers' staff and partners based in Nairobi.

At this 10th meeting, the Board welcomed three new Center-affiliated voting members, each of whom will serve for a two-year term: Claudia Sadoff, Yvonne Pinto and Namanga Ngongi. We also expressed our gratitude to Ann Tutwiler, Jimmy Smith, Margret Thalwitz and Martin Kropff who had completed their terms on the Board at the end of August.

The newly-constituted Board met on 25 September for a 'retreat' session; a valuable mechanism used each year to ensure effective transition for incoming members. Within this informal session, the Board spoke with the ICRISAT Governing Board as part of the Board's ongoing oversight of actions being taken to strengthen their internal control framework after a financial irregularity reported earlier this year.

On the same day, the first meeting of the CGIAR 'Whole of System Reference Group' was held, having originated from interventions from myself and Center representatives at the System Council's 6th meeting¹. With the majority of our highly valued Funders joining remotely (and the Board will do the reverse in Seattle in November this year), our very modest objective for this first meeting was to see whether we could identify those few key topics that are essential to discuss – and resolve - to ensure that the new partnership we have adopted as a System from July 2016 meets its full potential.

¹ https://www.cgiar.org/wp/wp-content/uploads/2018/05/SC6-08_Chairs-Summary.pdf

As the System Management Office works to develop an action plan from that first meeting that the group will take up when it meets again in November 2018, what I was struck by was the highly-appreciated frankness of Funders comments on what it is that drives their investment decisions. Despite applying the Chatham House Rule which enables constructive and effective discourse – I will nevertheless find an appropriate mechanism to provide broader feedback to all Centers on the overall nature of inputs received as our traditional Funders work to maintain investments at current levels in an ever-dynamic funding environment.

The predominant focus of the Board's 10th meeting itself was to review in detail the draft CGIAR Business Plan 2019-2021; which built on the presentation of potential key ideas at both SMB9 (April 2018) and SC6 (May 2018) and an already rich set of consultations across the CGIAR stakeholder group. When finished, its purpose will be to present to our multiple audiences a self-contained compelling story of the transformative way in which CGIAR as a System will collectively work to deliver on shared outcomes through 2021, including the development of a 'CGIAR 2022-2030 Plan' for implementation from early 2022 that keeps CGIAR's focus on big programmatic efforts to drive impact. The Board endorsed and encouraged its development thus far.

We now enter into a phase of incorporating the valuable feedback received during this meeting into the current draft and engaging in final consultations ahead of submission of a final document to the System Council's ('SC') 7th meeting in Seattle on 15-16 November 2018. The summary that follows reflects the rich discussions held on the document and the other business items that we considered, in two concrete parts:

- Part A: Main discussion points on the draft 2019-2021 CGIAR System Business Plan
- Part B: CGIAR Governance Matters and other non-Business Plan agenda items

The Board was encouraged by the will and momentum that CGIAR's Centers – your staff and partners – have demonstrated to develop the business plan to this point. My sincere thanks to all those who have driven it, inspired it and contributed to it thus far.

Sincerely
Marco Ferroni
Chair, System Management Board

This Chair's Summary was approved by the System Management Board with effect from Monday 29 October 2018 (Decision Ref SMB/M10/EDP1)

Part A - Main discussion points on the draft CGIAR System 3-Year Business Plan

1. The key discussion items, action points and decisions taken are summarized below and, alongside specific guidance to authors of the materials that made up the draft Business Plan 2019-2021, will be used to further strengthen the document ahead of submission to the System Council's 7th meeting on 15-16 November 2018 ('SC7').
2. For ease of review, the summarized points below follow the layout of the draft Business Plan 2019-2021 ([meeting document 'SMB10-BP'](#)) rather than a chronological summary of the meeting proceedings.
3. **Decision: SMB/M10/DP1:** The Board adopted the Agenda (meeting document SMB10-01, issued 18 September 2018).

Agenda Item 2 - Business Plan: Section 1 – Context Settings – Stabilization and Change

4. The Business Plan 2019-2021 was framed as a way of harnessing ambition and purposeful strategy in an overarching framework on how we want to work together as a System. At the outset of the meeting, it was emphasized that the ask of the Board was to test strategic propositions and enhance the overall approach. Line editing – if people had the time – could be submitted separately after the close of the meeting.
5. Support was expressed for the approach taken to link the 5 global challenge areas and transformations to the Sustainable Development Goals ('SDGs') concisely. A rich discussion was held on the optimal presentation and definition of elements of this to maximize impact, with some specific aspects highlighted as warranting further consideration:
 - a. **The document's sub-title** – to give thought to including a reference to the System's work beyond food systems and the trade-offs involved in delivery, while being cautious not to imply that CGIAR 'does everything' for 'everybody'.
 - b. Enhance explanation of the **relationship between System Level Outcomes of the CGIAR 2016-2030 Strategy and Results Framework ('SRF'), the SDGs, and the new concept of a '2030 Plan'**.
 - c. Consider in more detail the classification of the **five elements in the '5 global transformations' diagram** and ensure consistency of terminology.
6. **Action: SMB/M10/AP1** (*completed at date of issue of this Summary*): Those present at the meeting were invited to submit any specific written feedback on the draft business plan document by Friday 5 October 2018 using the track changes feature. Inputs on the box on 'CGIAR's Special Role' (page 13 of the draft meeting document) were particularly invited.

Agenda Item 3: System Action 1 – Implement and enhance the current portfolio

Companion documents - strategies

7. The Board recognized that the proposed list of the special initiatives is not a closed or prioritized list, nor does it attempt to define a new portfolio at this time, but rather that conversations will develop over the course of the 2019-2021 business plan period alongside development of the '2030 Plan'.
8. With that background, support was expressed for the approach of the use of 'companion documents' to set out more detailed strategies and special initiatives, while keeping the overall Business Plan document at a higher level. It was suggested that it could be advantageous to identify where the convening role sits for each element in the summary of the special initiatives anchored on the 5 global challenges.
9. Appreciation was noted to the respective authors of the companion documents, and for the open and highly collaborative way in which the materials had been developed. The observation was made that, should time permit, it would be desirable to host topic-specific calls with the companion document authors before the Board's extraordinary 11th meeting in late October. That said, it was recognized that the Board's inputs would be shared with the respective document authors, who may have enough material to move forward in any event.
10. Whilst specific input on individual documents was provided (as discussed below), it was noted that the common theme of partnerships emerged across discussions on a number of these, with the Board indicating that this element could be articulated in more detail, to strengthen the documents.
11. The Board considered in more depth each of the companion documents prepared, with the following positions and actions identified:
 - a. **On the CGIAR Special Initiative on Climate Change**, the Board:
 - i. Endorsed the overall direction of the strategy; and
 - ii. Requested the System Management Office to provide feedback to authors on points raised, including making it operational for a revised version to be submitted to the System Council for their inputs.
 - b. **On the CGIAR Five-Year Biofortification Strategy 2019-2023**, the Board:
 - i. Endorsed the overall direction of the strategy;
 - ii. Requested the System Management Office to provide feedback to authors on points raised, including making it operational for a revised version to be submitted to the System Council for their inputs;
 - iii. Noted that HarvestPlus is appointing a new CEO and the importance of that role in relationship-building;
 - iv. Identified room for strengthening coordinating mechanisms over time; and
 - v. Provided guidance that IP elements should be clarified and links to Excellence in Breeding highlighted clearly in the document.

- c. **On the Anti-Microbial Resistance companion document**, the Board:
- i. Endorsed the overall direction of the strategy;
 - ii. Requested the System Management Office to provide feedback to authors on points raised, including making it operational for a revised version to be submitted to the System Council for their inputs;
 - iii. Noted the importance of the initiative given the potential interest of a national government; and
 - iv. Identified room for strengthening coordinating mechanisms over time; and
 - v. Provided guidance that water should be reintegrated into the body of the strategy, noting the reference to it in the introduction.
- d. **On the Crops to End Hunger multi-Funder breeding initiative**, the Board:
- i. Expressed support for the Crops to End Hunger Initiative; and
 - ii. (Action point SMB/M10/AP2) requested that the System Management Office put together a high-level (iterative) implementation plan on the modernization and prioritization agenda for discussion at SC7.
- e. **On the Rapid-Response Preparedness companion document**, the Board:
- i. Recognized the importance of a document on this topic going to the System Council, and requested that a revised version be prepared;
 - ii. Provided guidance to:
 - Consider CGIAR's role on the continuum of rapid response towards rehabilitation after disasters;
 - Consider strengthening the section on partnerships including looking outside CGIAR;
 - Support establishment of a network or low-cost website that advertises what CGIAR's experience is;
 - Provide visibility of lessons learned from prior experiences to help with new response needs – both on via a network or site, and through effective engagement with relevant bodies; and
 - Include a framework of how Funders could be approached to swiftly mobilize funding to provide clarity on a funding mechanism.
- f. **On Gender in Research**, and taking note that there is a process underway for independent consultants to provide a detailed report on suggested next steps, the Board:
- i. (Action: SMB/M10/AP3) Requested that the System Management Office organize a process to gather inputs from Center Boards of Trustees on the outputs of the ongoing consultancy, before submission to the System Council for input at SC7, and the Board for endorsement on 13 December 2018.
 - ii. Provided guidance that potential uses of the anticipated surplus of the funding for the gender consultancy should be identified and included in the Business Plan;
 - iii. Noted that it was not a given that the Gender Platform would be housed within the current Policies, Institutes and Markets CRP; and

- iv. Noted the need for more than one 'gender champion' within the CGIAR System, suggesting that a broad network be established with relevant professionals at various levels.
12. **Decision: SMB/M10/DP2:** The Board appointed Claudia Sadoff as the CGIAR System Management Board's second Gender Champion, to join forces with Geoff Hawtin who was appointed in December 2017.
- a. **On a potential companion document on 'The Dry Arc'**, the Board:
 - i. Took note of the status of this item;
 - ii. Requested that a paper be brought to the Board for its December 2018 meeting.
13. As an additional observation on the various strategies and companion documents, the Board suggested there could be significant benefit in the System Management Office identifying an appropriate convener to develop material on youth and employment (noting that the role of youth needs more thought and discussion to craft a strategy).

Additional program elements of the existing Portfolio

14. The Board considered a proposal received from CIAT for the potential addition of a common bean flagship into the Grain Legumes and Dryland Cereals CRP. After its deliberations, the Board:
- a. **(Decision SMB/M10/DP3)** recommended the proposal for submission to the System Council including a statement summarizing the key rationale for its position; and
 - b. **(Action: SMB/M10/AP4)** asked the System Management Office to review and consider what an optimal budget proposal should be.
15. The Board considered ICRISAT's request to submit a revised version of Flagship 2 (previously entitled Transforming Agri-food systems) of the Grain Legumes and Dryland Cereals CRP.
16. After its deliberations, the Board:
- a. Noted that all major crop programs are expected to provide crop-specific breeding improvement plans as part of the anticipated crop breeding improvement and modernization initiative in CGIAR. It was noted that these plans will, inter alia, include the development of crop product profiles appropriate to geographical context, national requirements and market demand, and that by nature of the scope of the GLDC program, ICRISAT would necessarily be involved in all these aspects.
 - b. Recommended that GLDC complete this exercise and share with the Board the outcomes of this exercise. That information will inform a further conversation by the Board on whether a residual need exists for 'Flagship 2'.
 - c. Suggested that the timing for a possible conversation on this need is during Q2 2019. The Board will then consider if there is justification to make a separate call

to invite a new Flagship proposal, and if so, the call would be made taking into account financial projections for the current Portfolio at the relevant time.

Agenda Item 4: System Action 2 – Provide sufficient volume and quality of funding

17. The Board heard from Jamie Craig, Head, Finance, of the CGIAR System Organization on the opportunity presented in the 2019-2021 Business Plan to i) enhance and improve the financial model to focus on increasing pooled funding; ii) provide channels for incremental funding and opportunities for special funding; and iii) identify new System Funders.
18. The Board discussed a 'draft 0' 2019-2021 FinPlan ('FinPlan'), including a package of 11 proposed 'guiding principles' that underpin its assumptions and aspirations. It noted that inputs taken would inform development of a proposed final draft for submission to the System Council for their inputs in November 2018, and that it would come back to the Board for final approval in December 2018.
19. The Board expressed clear support for the draft FinPlan's guiding principles as set out, and the proposed use of the Liquidity Fund (noting that this could also have applications as a stabilization fund). It was also recommended to undertake additional consultation with Centers to gather more intelligence on bilateral funds to present a growth target that is as accurate as possible.
20. The Board:
 - a. endorsed the framing and overall scope of the FinPlan; and
 - b. **(Action: SMB/M10/AP5)** invited the System Management Office to develop this further based on specific feedback from the meeting and bring back to the Board.

Agenda Item 5: System-Level Action 3 – Prepare a longer-term plan for continued relevance

21. The Executive Director recalled key takeaways from the first meeting of the Whole of System Reference Group, held the previous day, which reinforced the sense that the most important forward-looking conversation for the System is how to ensure delivery of a compelling CGIAR's research agenda with less fragmentation, more effectiveness, and with greater attention to delivering impact, rather than 'throwing everything out and starting afresh'.
22. It was clarified that the '2030 Plan' concept references a new program research strategy out to 2030, to align with the SDGs target date, and CGIAR's current SRF.
23. The Board recommended that whatever process is adopted to set out the '2030 Plan', the consultation process be sufficiently outward-looking so that much broader views can be considered such as commissioning independent think-pieces, using the foresight function of the to-be-established 'Independent Science for Development Council' (from early 2019, as the successor to CGIAR's Independent Science and Partnership Council), and other relevant data points.

24. The Board endorsed the overall direction of this part of the business plan document with a revised version to be submitted to SC7 for input.

Agenda Item 6: System-Level Action 4 – Strengthen program performance management

25. The Board noted that there had been significant evolution of work on results reporting, and thanks were expressed for the way in which the process of development of the proposed program performance standards had been undertaken in consultation with CRP and Center leadership teams.
26. There was support for ongoing implementation of the 12-point framework on program performance management including integration with other System frameworks including on risk management and quality of research for development.
27. The Board endorsed the program performance management standards proposed for 2019-2021, noting that the standards may evolve each 3-year business plan period, as program performance maturity evolves in the System.

Agenda Item 7: System-Level Action 5 – Continually improve people management

28. The Board:
- a. Endorsed the overall direction of the strategy;
 - b. Requested that the System Management Office provide feedback to authors on points raised for a revised version to be submitted to SC7 for their inputs;
 - c. Recommended that all facets of diversity be included (differently abled; gender identity; sexual preference) to present a strategy that represents 'global best practice'.
 - d. Emphasized the importance of using evidence (e.g. on instances of a preferred candidate not accepting a role) when statements are made about whether CGIAR is attracting and retaining the best talent.
29. **Action: SMB/M10/AP6:** The Board requested that the Human Resources Community of Practice lead (in consultation with their Centers and the System Organization) a process for and the development of a draft CGIAR People Strategy.

Agenda Item 10: System-Level Action 6 – Pursue new cross-Center alliances

On Center alliances

30. The Board heard brief status updates on conversations and activities underway between several Centers, to strengthen program and operational engagement, including between Bioversity and CIAT; and between IRRI and AfricaRice.
31. The Board discussed the different potential perceptions of terminology in use around Center alliances, such as 'de-fragmentation', and was cognizant that there are two aspects to potential conversations in this regard. While program justification for

alliances is more clearly understood, this is distinct from institutional efficiencies proposed to drive better effectiveness.

32. The Board considered a draft concept note on a possible special initiative to provide funding support to encourage and incentivize bilateral exploration by Centers. In discussions that followed, the following key points were raised:
 - a. A view was expressed that mergers and joint ventures often do not save a lot of money but offer ways to do business better and therefore provide a better result for clients.
 - b. Additional ways to work more collaboratively should also be explored across the System, in parallel to where mergers and/or alliances are being considered.
 - c. It was noted that on-going funding is the responsibility of Centers and this document seeks to offer funding only to support Center-to-Center change processes.
33. The Board endorsed the overall direction of the document, including the concept of a 'New Alliance Special Funding Initiative' and requested that the System Management Office further develop the concept for a revised version to be submitted to SC7 for input.

Shared Services between Centers

34. The Board considered a white paper on shared services between Centers, comprising an aspirational initial draft from the Corporate Services Community of Practice produced under broad oversight of the working group of Directors General formed as an outcome of the deliberations of the Centers 2nd General Assembly in Rabat, January 2018. The Board noted that the white paper is premised on the sense of there being greater interest and dedication to working closely together and to identifying Center-led concrete proposals that could bring significant improvements in efficiency and effectiveness.
35. The Board noted that the genesis of the material is the Centers and welcomed the initiative. The Board expressed support of the overall direction of the white paper with a revised version to make it operational to be submitted to SC7 for input. The Board further took note of the suggestion that the paper would be further elaborated with a workplan for implementation over the next 12-18 months.
36. **Action: SMB/M10/AP7:** The Board asked that the Conveners reach out to the General Assembly out of session to consider the paper, amend as appropriate, and present a proposed companion paper for submission for the 25 October 2018 extraordinary 11th Board meeting for inclusion in the Business Plan. It was noted that part of the engagement strategy will include requesting the Directors-General to engage with their respective Corporate Services Executives to facilitate within-Center alignment.

CGIAR Rome Hub

37. The Board considered four options on the System Organization's potential participation in a proposed 'CGIAR Rome Hub'. A wide-ranging discussion was held, and several strategic options were considered.
38. **Decision: SMB/M10/DP4:** The Board **endorsed** the creation of a CGIAR Rome Hub and invited initiating Centers to consult across Centers to solicit the scope of interest, facilitated by the System Organization if required.
39. **Decision: SMB/M10/DP5:** For the inaugural Business Plan period, the Board reinforced Montpellier, France as the System Organization's Headquarters, whilst also agreeing to a more geographically distributed business model that enables some Rome Hub participation.
40. The Board requested a report back on progress made towards establishing the 'CGIAR Rome Hub' at its 13 December 2018 12th meeting.
41. The Board requested that key elements of the CGIAR Rome Hub be incorporated into the main business plan document based on inputs received.

Agenda Item 11: System-Level Action 7 – Enhance collaboration with delivery partnersCGIAR Country Collaboration

42. The Board considered an implementation plan for country collaboration intended to foster CGIAR collaboration at country level, with Centers intentionally working together via coordinated programmatic approaches to enhance value and impact of the collective work of the CGIAR in that country. This plan builds on the previous work under 'site integration' and moves forward the country collaboration proposal endorsed during the Board's 9th meeting in April 2018.
43. The Board asked that:
 - a. The inclusion of countries where circumstances have significantly and adversely changed in terms of feasibility to operate be reviewed; and
 - b. The language be reviewed to ensure it focuses on better shared coordinated engagement with countries rather than fixed formal roles.
44. The Board endorsed the overall direction of the implementation plan and requested that the System Management Office provide feedback to the companion document's authors on key inputs, including on making it operational for a revised version to be submitted to the System Council for their inputs

Private Sector Collaboration

45. The Board considered a draft action plan to guide the newly established Private Sector Engagement Community of Practice in its goal to support acceleration of impact of the

work of CGIAR. The Board noted that this work is part of a larger plan for working with partners in delivery. Examples of previous work and reports were cited in discussions as possible sources of learning.²

46. The Board endorsed the overall direction of the action plan and requested that the document be further developed to find a path forward for a System-wide approach and the role of the Community of Practice, reflecting questions raised on scope, terms of reference, where the end-point of this work might be and how broad the topic is. It was requested that a revised version to make it operational be submitted to SC7 for input.

Agenda Item 12: System-Level Action 8 – Align and enhance assurance systems

47. The Board considered the draft action plan presented on aligning assurance systems, noting that the importance of work already undertaken on coordinated System-wide assurance had been clearly demonstrated this year to Funders and the wider System.
48. It was advised that the System Council's Assurance Oversight Committee and the Board's Audit & Risk Committee are working to input on and steer this work, with Center Audit Committee Chairs leading on implementation of identified improvements and shared lessons learned. The ISPC Chair endorsed the proposal for the 'Quality of Research for Development Framework' to be formally incorporated as a key element of how the CGIAR System considered scientific opportunities and risks.
49. The Board endorsed the approach taken in the companion document on assurance and noted that after inputs during SC7, certain underlying elements will come to the Board in its December 2018 and March/April 2019 meetings for approval.

Agenda Item 13: System-Level Action 9 – Align advisory services into CGIAR's System-level decision making

50. Mellissa Wood, a member of the System Council's Strategic Impact, Monitoring and Evaluation Committee ('SIMEC'), and Karmen Bennett, Secretary to SIMEC, presented an overview of the development of a transition plan that works toward a 1 April 2019 commencement date for the Shared Secretariat for CGIAR's advisory services, and the planned engagement of an external transition adviser to lead the process. The Board took note of the progress to date.

Agenda Item 14: System-Level Action 10 – Collaborate on a shared communication effort

51. The Board recognized the intent of this section to work towards better alignment of resource mobilization and communication efforts across the System, working closely with the existing Communities of Practice, but also introducing the opportunity to be ambitious in raising CGIAR's profile and funding. The Board endorsed the inclusion of this section in the Business Plan to be presented to SC7.

² https://ispc.cgiar.org/sites/default/files/ISPC_WhitePaper_ValueChainsSeedSystems.pdf

52. The Board proposed that the Heads of the Communication and the Resource Mobilization Communities of Practice be engaged to lead further development of this part of the Business Plan.

Agenda Item 15 - Business Plan: Section 3 – Bringing it all together

53. The roadmap for the development and approval of the 2019-2021 Business Plan was reviewed, as set out below:

Dates	Meeting	Step
26-27 September 2018	SMB10	Input and 'green-light' on overall direction
25 October 2018	SMB11 'Extraordinary' meeting	Endorsement of draft 2019-2021 Business Plan for submission to SC7
15-16 November 2018	SC7, Seattle	Adoption of inaugural CGIAR System 3-Year Business Plan 2019-2021
13 December 2018	SMB12	Necessary endorsements of companion documents arising out of SC7 discussions

Part B - CGIAR Governance Matters and other Non-Business Plan Agenda Items

Agenda Item 8 – Board Governance Matters

System Management Board Self-assessment

54. The Board noted its agreement under its own Rules of Procedure to periodically review its own performance, and that it is recognized good practice to do so. Due to staggered rotations of Board members (with approximately 3 members of 9 rotating each year), the Board accepted the recommendation that it undertake such a process annually. It was also noted that feedback on the previous assessment was that views of wider stakeholders should also be captured as part of the exercise.
55. **Decision: SMB/M10/DP6:** The Board endorsed the proposed assessment process for the period July 2017-August 2018.

Meeting Summary materials

56. The Board considered a proposal to enhance timeliness in conveying meeting outcomes and appreciated the use of a 'Chair's Summary' as a useful mechanism to share meeting conclusions across System stakeholders on a timely basis.
57. **Decision: SMB/M10/DP7:** The Board approved the following changes to the Board's Rules of Procedure:

Article 9.2(a): *The summary of the Board meeting shall be prepared and communicated as follows:*

- i. *The Board Secretary shall prepare a draft 'Chair's Summary' of each meeting of the Board within ~~ten (10) business days of the closure of the meeting~~ ten business days of the end of the week of the meeting. That summary shall include decisions taken, actions agreed and key issues raised. There shall be no verbatim records of meetings.*
- ii. *The draft summary shall be sent to all voting members of the Board for review and comment within ~~seven (7) five (5) business days after distribution of the draft summary~~. Should no substantive inputs be received, the summary will be taken as approved. The Board's approval of any substantive edits will be sought within a two (2) business day period.*
- iii. *The Board Secretary ~~prepares a revised summary of the meeting taking into account any comments received and sends the revised summary to the voting members of the Board for approval on a no objection basis, copying all other meeting participants for their information, within seven (7) business days after distribution of the revised summary.~~*
- iv. *The Board Secretary shall ensure that the approved Chair's Summary is posted on the CGIAR public website within 24 hours of the Board's approval. ~~a summary of the decisions taken at the Board meeting is posted on the website of the CGIAR System Organization within three (3) business days of the closure of the meeting.~~*

58. **Action: SMB/M10/AP8:** The Board requests that a System Organization document retention policy be presented for Board review and approval at the Board's December 2018 meeting, which policy should include management of recordings and transcripts.

Agenda Item 9: CGIAR System Annual Performance Report on 2017

59. The Board heard a brief presentation on seven key lessons learned from the inaugural CGIAR System Annual Performance Report on 2017; the Executive Director reflected that:
- I. Evidence of substantial progress towards System goals and targets (but more & better data is needed, especially for some targets)
 - II. Improving policies and investments is a major channel of CGIAR impact (and we need to get better at measuring this)
 - III. There are a surprisingly large number of CGIAR "innovations" (but we need to get better at counting them)
 - IV. CGIAR has trained hundreds of thousands of people in 2017
 - V. There was a lot of good work on gender in 2017 (but still more to do)
 - VI. External partnerships are integral to CGIAR work (and W1/2 funding often plays a key role)
 - VII. New structures are leading to increasing collaboration across CGIAR
60. It was highlighted that in future years the Annual Performance Report will be supported by a real-time online dashboard, currently under development and scheduled to be showcased at SC7 (with a short demo at the Board's forthcoming extraordinary 11th meeting on 25 October 2018).

61. The Board expressed appreciation for the progress demonstrated in the Annual Performance Report, and it was commented that it will serve as a more powerful tool for Funders in support of continued support for CGIAR in future years.
62. **Decision: SMB/M10/DP8:** The Board endorsed the CGIAR System Annual Performance Report on 2017 (incorporating the 2017 Intellectual Assets Report), expressing appreciation for the achievement of presenting aggregated data in a comprehensive way for the first time.
63. **Action: SMB/M10/AP9:** The Board requests that for future year reports:
- a. For public access, the report is accompanied by a 'methodology' statement that summarizes the data collection methodologies (whether annex or separate document) and
 - b. For the Board's own internal due diligence purposes, the request for endorsement of the annual performance report be accompanied by a document that provides the source of verification for the underlying data.

Agenda Item 16: Any Other Business

Reporting Conclusions from Board Retreat Session

64. **Action: SMB/M10/AP10:** A letter will be sent from the System Management Board Chair to the Chair of the AfricaRice Board of Trustees to request that quarterly financial reporting be provided to the System Management Board, to facilitate the System Management Board's monitoring of overall Center financial stability. It will be requested that the reports commence in Q3 of 2018 and the proposed format for that reporting will be provided as an annex to that letter.
65. **Action: SMB/M10/AP11:** A letter will be sent from the System Management Board Chair to six Centers who have reported bilateral projects outside of the scope of the SRF to request additional information on these projects, noting that there has been a reported increase in such activities outside the SRF.

Board meeting schedule

66. **Action: SMB/M10/AP12:** The System Management Office will issue an invitation for a SMB Extraordinary meeting on 25 October 2018 to seek the Board's endorsement of the proposed final Business Plan 2019-2021 ahead of submission to the System Council.
67. **Action: SMB/M10/AP13:** The System Management Office will circulate proposed meeting dates for the 2019 calendar year to the Board for feedback before confirming dates and locations.

Appointments to System Representation Roles

68. It was noted that, following the end of Ann Tutwiler's term on the Board, a CGIAR representative on the Executive Board of the Global Crop Diversity Trust is sought. Expressions of interest will be requested, noting that there is a preference that it be a current Board member to facilitate better alignment of conversations between the two governing bodies. It was recognized that several members already undertake multiple System and external roles.
69. **Action: SMB/M10/AP14:** System Management Board members will reflect on potential nominations for a CGIAR representative to serve on the Global Crop Diversity Trust Executive Board.
70. **Action: SMB/M10/AP15:** The System Management Office will circulate the 'CGIAR Representation Register', previously developed to capture the range of System representation roles that are undertaken, and request that this be updated to reflect current roles to better inform future nomination and appointment decisions.

CGIAR.ORG Active Directory

71. A Board member raised that there had been discussions within the System on the future use of the CGIAR.ORG domain and directory. It was reported that these discussions had come about due to potential risks arising about cybersecurity concerns and that this is being investigated to find potential solutions.
72. **Action: SMB/M10/AP16:** The Board requested that the CGIAR.ORG Active Directory issue be explored and proposed solutions found; and expressed their strong support for the use of the CGIAR.ORG domain as part of System identity.

[Annex: List of participants](#)**Members and Active Observers**

Marco Ferroni	Chair
Kanayo F. Nwanze <i>(participating remotely)</i>	Independent voting member
Namanga Ngongi	Center-affiliated voting member
Barbara Wells	Center-affiliated voting member
Claudia Sadoff	Center-affiliated voting member
Geoff Hawtin	Center-affiliated voting member
Gordon MacNeil	Center-affiliated voting member
Yvonne Pinto	Center-affiliated voting member
Elwyn Grainger-Jones	Ex-officio Non-Voting Member
Eric Witte	Active Observer, System Council Voting Member
Mellissa Wood	Active Observer, System Council Voting Member
Maggie Gill	Active Observer, Independent Science & Partnership Council (ISPC)
Rachel Sauvinet-Bedouin <i>(participating remotely)</i>	Active Observer, Independent Evaluation Arrangement (IEA)
Vincent Gitz	Active Observer, Research program leader from the CGIAR Portfolio

Invited Guests and Meeting Support

Nicole Birrell	Convener of the Chairs of the Boards of Trustees of CGIAR Centers
Matthew Morell	Convener of the Directors General of CGIAR Centers
Karmen Bennett	Secretary to the System Management Board, and Director, Board and Council Relations, CGIAR System Organization
Jamie Craig	Director, Finance, CGIAR System Organization
Andre Zandstra	Director, Funder and External Engagement, CGIAR System Organization
Peter Gardiner <i>(participating remotely, agenda Item 3 only)</i>	Senior Advisor, Program Performance, CGIAR System Organization
Christine Larson-Luhila	Senior Advisor, Board and Council Relations, CGIAR System Organization
Julia Compton <i>(participating remotely, agenda Items 6 and 9 only)</i>	Consultant, Program Performance, CGIAR System Organization
Olwen Cussen	Senior Associate, Board and Council Relations, CGIAR System Organization