Chair's Summary
11th System Management Board ('SMB') Extraordinary Meeting
25 October 2018; 15:00-18:00 Paris time, Virtual

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

The System Management Board came together virtually on Thursday 25 October; a special session primarily dedicated to reviewing the proposed final draft of the CGIAR 3-Year Business Plan 2019-2021 for submission to the System Council at the 7th meeting on 15-16 November 2018.

I am pleased to confirm that there was unanimous backing for the business plan, which has gone from strength to strength over recent weeks and months, shaped by Center Board Chairs, DGs, CRP Leaders, various Communities of Practice, our Funders and many others into something that we all collectively own.

This meeting represented a pivotal point in its development as we now move forward to the System Council in November with a document that embodies the drive, the bright ideas and the wise counsel of the whole System. Anticipating that the Council will indeed approve the business plan, its contents set out how we will collaborate even more effectively over the next three years. I look forward to continuing that journey together.

As a taste of things to come, the Board saw a demonstration of a preliminary version of the CGIAR Program Results Dashboard. We were impressed with the level of interoperability among the System's rich sources of data, as well as the collaboration among the teams involved, that it evidences. I look forward to seeing how this tool will develop over time to include all CRPs and Platforms, and to better quantify the impact of our work.

The Board also considered a subset of 'Companion documents' and areas of work where thinking has evolved significantly since the 26-27 September 2018 Nairobi meeting; the draft 2019-2021 FinPlan; the Alliance Opportunity Fund and the work of the Gender Reference Group on options for an organizational structure of a Gender Platform and possible arrangements to advance a Gender, Diversity and Inclusion System-wide framework. Conversations on each of the companion documents will continue after the Council meeting, and the Board will revisit them for approval and/or agreement on next steps in its 13 December 2018 meeting. As with the overall business plan, each of these are collaborative efforts across Centers and I thank everyone who has dedicated their time and expertise to ensuring these are forward-thinking and workable proposals that will benefit the System as a whole.

Sincerely
Marco Ferroni
Chair, System Management Board

Decisions and action points agreed

1. **Decision: SMB/M11/DP1**: The Board <u>adopted</u> the Agenda (meeting document SMB11-01, issued 19 October 2018).

Agenda Item 3: Business Plan 2019-2021: Proposed Final Document

2. **Decision: SMB/M11/DP2**: The Board <u>endorsed</u> "Strengthening the partnership, creating impact: CGIAR System 3-Year Business Plan (2019-2021)" for submission to the System Council, subject to editorial edits to be taken up.

3. **Action: SMB/M11/AP1:**   Those present at the meeting were invited to submit any specific written feedback on the draft business plan document by close of business on Monday 29 October for inclusion in the final version for submission.

Agenda Item 4: Strengthening Gender Equality in CGIAR research and workplace

4. **Decision: SMB/M11/DP3:**   The Board:
    a. <u>Endorsed</u> the option presented by the Gender Equality and Diversity Reference Group that a call for proposals be issued for a "Gender Equality in Agriculture Research Platform", which would respond to the following:
        i.   Overall the Platform should demonstrate **CGIAR as a clear steward** of its gender research work
        ii.   The Platform should **address the strategic and operational objectives** outlined in the business case.
        iii. Proposals should be submitted by **a CGIAR Center as Lead Center**, which would carry overall fiduciary and programmatic responsibility for the Platform vis-a-vis the System Organization, and which would preferably work in **partnership with at least 1 additional CGIAR Center**
        iv.   **Platform Director** with senior-level gender expertise
        v.   Platform should be **hosted by a CGIAR Center, preferably in a multi-Center location (not necessarily in Lead Center HQ)**
        vi.   **Arrangements for Platform activities** should be clearly articulated in the proposal, and should maximize involvement of other CGIAR entities
        vii. Additional governance through **advisory body** with a balance of perspectives from within CGIAR and from outside.
        viii. **Adequate funding** to be provided via the FinPlan with a resource mobilization strategy to outline additional fundraising by the Platform, plus a strategy for using funding to support wider gender research
        ix.   Platform should have specific mechanisms for engaging gender researchers including building on positive activities undertaken currently by the Gender collaborative platform and ensure robust mechanisms for monitoring and reporting at System-level.
        x.   A clear plan to outline necessary transition between current and future structures.
    b. <u>Recommended</u> that the call target a November 2019 System Council approval of a proposal, for a Research Platform to commence from January 2020.

5. **Decision: SMB/M11/DP4:** The Board <u>endorsed</u> the recommendation from the Gender Equality and Diversity Reference Group that additional staffing capacity be secured to support delivery on the following SMB and Center-endorsed actions which are included in the 2019-2021 CGIAR System Business Plan:
   - Developing and implementing a 'Gender, Diversity and Inclusion Framework';
   - Developing and implementing the 'CGIAR People Strategy'; and
   - Guiding the implementation of newly developed shared policies, guidelines and tools on (i) safeguarding, (ii) anti-bullying and harassment, (iii) whistleblowing and whistleblower protection, as well as a System Ethical Conduct Framework

Agenda Item 5: Breeding Initiative – Implementation

6. The Board <u>noted appreciation</u> for the work undertaken since the Board's 10th meeting in Nairobi (at which the request for an implementation approach was made) and <u>reaffirmed</u> its commitment to the initiative. It noted that the strategic inputs from the System Council at their forthcoming meeting would inform a further developed draft for approval by the Board at its 13 December meeting.

7. **Decision: SMB/M11/DP5:** The Board <u>endorsed</u> the draft implementation plan for the Funders "Crops to End Hunger" initiative for submission to the System Council for their inputs.

Agenda Item 6: Revisiting two Business Plan Companion Documents

Draft 2019-2021 FinPlan

8. The Board heard a summary of the adjustments and refinements made since SMB10 and <u>took note</u> that the budget ceilings presented, and decisions made this year would have an impact on a potentially more active use of a liquidity or stabilization fund going forward.

9. **Decision: SMB/M11/DP6:** The Board <u>endorsed</u> the draft 2019-2021 CGIAR Research Financing Plan ('2019-2021 FinPlan') for submission to the System Council for their inputs.

10. The Board agreed to discuss the priorities and capacity of the System Management Office to support delivery of the 2019-2021 business plan at the Board's 13 December meeting.

Alliance Opportunity Fund

11. **Decision: SMB/M11/DP7:** The Board <u>agreed on</u> the importance of putting forward the concept of an Alliance Opportunity Fund to the System Council for strategic input and <u>recommended</u> that the paper better articulate the rationale for its creation.

Agenda Item 7: Any other business

12.   **Action: SMB/M11/AP2:**   The Board requested that the System Management Office send invitations and make arrangements for:
   a.   A virtual meeting on Thursday 13 December 2018 ('SMB12');
   b.   An in-person meeting on 2-4 April 2019 in Montpellier, France ('SMB13')
   c.   An in-person meeting on 2-4 October 2019 in Rome, Italy ('SMB14')

Annex: List of participants

Members and Active Observers

Marco Ferroni	Chair
Kanayo F. Nwanze	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
Maggie Gill	Active Observer, CGIAR Independent Science & Partnership Council (ISPC)
Jenin Assaf *Representing Rachel Sauvinet-Bedouin*	Active Observer, CGIAR Independent Evaluation Arrangement (IEA)
Vincent Gitz	Active Observer, Research program leader from the CGIAR Portfolio

Invited Guests and Meeting Support

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	Senior Advisor, Program Performance, CGIAR System Organization
Edouard Combey *(Agenda Item 2 only)*	ICT Business Partner
Philippe Ellul *(Agenda Item 2 only)*	Senior Officer, Program Performance, CGIAR System Organization
Olwen Cussen	Senior Associate, Board and Council Relations, CGIAR System Organization

Participated in separate call for East Asia and Australia based participants

Mellissa Wood	Active Observer, System Council Voting Member
Nicole Birrell	Invited Guest, Convener of the Chairs of the Boards of Trustees of CGIAR Centers
Matthew Morell	Invited Guest, Convener of the Directors General of CGIAR Centers