

Agenda
10th CGIAR System Management Board meeting
Wednesday 26 & Thursday 27 September 2018, ILRI Headquarters, Nairobi

Purpose

This document sets forth the Agenda for the System Management Board's 10th meeting pursuant to Article 7 of the Rules of Procedure of the CGIAR System Management Board.¹

Introductory note on Agenda

The predominant focus of the Board's 10th meeting is to review in detail a draft CGIAR business plan 2019-2021 ahead of its presentation to the System Council's 7th meeting in Seattle, 15-16 November 2018.

The flow of deliberations of the two days will therefore follow the sequence of the ten action areas in the draft business plan, with the exception of two agenda items on the morning of the second day, as follows, before resuming the review of the draft business plan:

1. **Board governance matters** – considering elements of the Board's role relating its own activities, structures and regular assessment and reflection on its own performance;
2. **Other 'standard business' items being included in a 'Consent Agenda'** according to Article 7.1 of the Board's [Rules of Procedure](#). Any objection to an item being considered as a Consent Agenda matter should, according to the Rules of Procedure, be communicated by not later than Friday 21 September 2018. Such objections would move the item into the main agenda, time permitting, or to a later meeting/another approach.

Distribution Notice:

This document may be distributed without limitation.

¹ Approved by the System Management Board at its 1st meeting, SMB/M1/DP3.

SMB10 Day 1 – Wednesday 26 September 2018: 09:00 to 17:45

| Time | Agenda Item | Approach | Expected outcome(s) | Documents/ Resources |
|------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| 09:00 - 09:15 (15 mins) | 1. Opening of 10 th meeting | <ul style="list-style-type: none"> Call for other business Provisional Agenda Declarations of Interests review Reflections on Board's retreat day | For Adoption For Action as Required | Document: SMB10-01 Register of interests declared (<i>available on Diligent Boards at meeting start</i>) |
| 09:15- 09:45 (30 mins) | 2. Business Plan: Section 1 – Context Setting Stabilization and Change | Chair and Executive Director set the scene; clarify the meeting approach and requested outcomes | Alignment on meeting approach | Section 1 of the draft 2019-2021 Business Plan: SMB10-BP |
| 09:45 - 11:00 (1hr15) | 3. Business Plan: Section 2 System-Level Action 1 – Implement and enhance the current portfolio | <p>a. Taking each of the actions identified in the draft 2019-2022 Business Plan, seek the Board's views on whether these are the right actions to take forward over the next 3 years</p> <p>Companion Documents: SMB10-BP1a – Climate Change SMB10-BP1b – Biofortification SMB10-BP1c – Anti-Microbial Resistance SMB10-BP1e – Breeding Initiative SMB10-BP1f – Rapid Response Preparedness</p> | For input and endorsement as required of supporting materials | Section 2, Action 1 of the draft 2019-2021 Business Plan: SMB10-BP |
| 11:00 Break (30 mins) | | | | Background Reading – Gender |
| 11:30- 13:00 (1hr30 mins) | | b. Considering suggested gaps in the current portfolio | For endorsement/other agreed action | SMB10-02 – Common Bean Flagship SMB10-03 – GLDC Flagship |
| 13:00 | Lunch (60 mins) | | | |

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| 14:00 - 15:00 (1hr) | 4. Business Plan: Section 2 System-Level Action 2 – Provide sufficient volume and quality of funding | a. Consider whether targets and approach on 2019-2021 FinPlan and related actions are best placed to drive sufficient volume and quality of funding <i>Companion Document: SMB10-BP2 – Principles of a 2019 Draft FinPlan</i> | For input and endorsement as required of concepts proposed | Section 2, Action 2 of the draft 2019-2021 Business Plan: SMB10-BP |
| | | b. In addition, consider the results of related requests of the Board from SMB9 for: i. an analysis of Center Reserve levels where these fall below previously agreed appetite/tolerance ii. a proposed approach to revise Financial Indicators to provide improved monitoring and assurance c. Considering financial planning for 2018, including principles on the use of the liquidity (balancing) fund | For strategic guidance on next steps Approval as appropriate of principle | Presentation SMB10-04 – CGIAR Financial Performance Matters |
| 15:00 - 15:45 (45 mins) | 5. Business Plan: Section 2 System-Level Action 3 – Prepare a longer-term plan for continued relevance | Seek inputs on what should be borne in mind when shaping a 2030 plan: a. How to ensure effective stakeholder engagement? b. What are key milestones on the process? c. How to best leverage the whole of System Reference Group and keep energy in that process? | Strategic input into plan development principles and process; Endorsement of approach with Whole of System Reference group | Section 2, Action 3 of the draft 2019-2021 Business Plan: SMB10-BP |
| 15:45 | Break (30 mins) | | | |

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| 16:15 – 17:00 (45 mins) | 6. Business Plan: Section 2 System-Level Action 4 – Strengthen program performance management | <ul style="list-style-type: none"> a. Ensure Board alignment on the initial standards proposed and principles for assessment and development of new standards over subsequent cycles b. Review progress of work on a performance dashboard and key milestones to launch <p><i>Companion Document: SMB10-BP4 – CGIAR Program Performance Management</i></p> | Endorsement of proposed standards for 2019-2021 cycle | Section 2, Action 4 of the draft 2019-2021 Business Plan: SMB10-BP |
| 17:00 – 17:45 (45 mins) | 7. Business Plan: Section 2 System-Level Action 5 – Continually improve people management | In the context of their appetite for increased cohesion in key areas, seek inputs on the level of shared aspiration that should be included in the business plan, given that the majority of possible elements fall in the domain of Center-own decision-making. | Clarity on the 3 or 4 areas that should be included and how to scope that work by 18 October | Section 2, Action 5 of the draft 2019-2021 Business Plan: SMB10-BP |
| | | See previous Background Reading –Gender | | |
| 17:45 | End of Day 1 | | | |

SMB10 Day 2 –Thursday 27 September: 9:00 to 17:45

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| <i>Non-Business Plan matters</i> | | | | |
| 09:00 - 09:30 (30 mins) | 8. <u>Board Governance Matters</u> | <p>a. System Management Board Assessment process – planning for an inclusive feedback and discussion on how to ensure the Board has the opportunity to reflect on the outputs and identify possible improvements</p> <p>b. Consider a proposal to streamline the process of production and approval of Board meeting summary materials</p> | <p>Endorsement of assessment process and plan for review of results by the Board;</p> <p>Approval of streamlined process</p> | <p>SMB10-06 – SMB Self-Assessment Process 2017-2018 <i>Resource – Summary: 2016-2017 SMB Self-Assessment</i></p> <p>SMB10-06b – SMB Summary Materials</p> |
| 09:30 - 10:15 (45 mins) | 9. <u>CGIAR System Annual Performance Report on 2017</u> | Presentation on inaugural ‘CGIAR System Annual Performance Report’ for calendar year 2017; key benefits; links to forthcoming interactive results dashboard | For Endorsement | SMB10-07 – CGIAR System Annual Performance Report on 2017 |
| <i>Returning to the 2019-2021 Business Plan</i> | | | | |
| 10:15 - 11:00 (45 mins) | 10. Business Plan: Section 2 <u>System-Level Action 6</u> – Pursue new cross-Center alliances | <p>a. Thinking through within-System collaboration mechanisms; including progress on Center alliances and possible areas for shared services</p> <p><i>Companion Documents:</i> SMB10-BP6a – Initiative to Fund Center Alliances SMB10-BP6b – Shared Services between Centers</p> <p>b. Discussion on the System Organization’s presence as part of a CGIAR Rome Hub</p> | Endorsement as appropriate of proposed approaches | <p>Section 2, Action 6 of the draft 2019-2021 Business Plan: SMB10-BP</p> <p>Document SMB10-05 – A CGIAR Rome Hub</p> |
| 11:00 | Break (30 mins) | | | |

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| 11:30-12:30 (1hr) | 11. Business Plan: Section 2 System-Level Action 7 – Enhance collaboration with delivery partners | a. Ensuring alignment on proposed way forward on Country Collaboration; b. Discussion on private sector collaboration mechanisms to ensure that CGIAR is maximizing the opportunities previously identified and continues to identify and capitalize on these over the 2019-2021 period <i>Companion Documents:</i> SMB10-BP7a – CGIAR Country Collaboration SMB10-BP7b – Private Sector collaboration | Endorsement as appropriate of proposed approaches | Section 2, Action 7 of the draft 2019-2021 Business Plan: SMB10-BP |
| 12:30 - 13:15 (45 mins) | 12. Business Plan: Section 2 System-Level Action 8 – Align and enhance assurance systems | Review the outcomes of the year’s work so far, as stewarded by the Center Audit Committee Chairs, to identify key areas of focus for 2019-2021. <i>Companion Document: SMB10-BP8 - Assurance</i> | Endorsement of approach | Section 2, Action 8 of the draft 2019-2021 Business Plan: SMB10-BP |
| 13:15 | Lunch (60 mins) | | | |
| 14:15 - 14:45 (30 mins) | 13. Business Plan: Section 2 System-Level Action 9 – Align advisory services into System-level decision-making | Taking stock of System Council decision on revised advisory services and their strategic linkages into whole of System planning | Inputs to inform the System Council’s deliberations on maximum alignment opportunities | Section 2, Action 9 of the draft 2019-2021 Business Plan: SMB10-BP <i>Resources: TORs for decision paper as sent to System Council</i> |
| 14:45 - 15:15 (30 mins) | 14. Business Plan: Section 2 System-Level Action 10 – Collaborate on a shared communication effort | Discussion on priority principles and deliverables as inputs to development of a 2019-2021 System-wide communication strategy | Strategic inputs into plan to be developed | Section 2, Action 10 of the draft 2019-2021 Business Plan: SMB10-BP |

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| 15:15 | Break (45 minutes – updating summary materials for next session) | | | |
| 16:00 - 17:15 (1hr15) | 15. Business Plan: Section 3 <u>Bringing it all together</u> | <ul style="list-style-type: none"> a. Recapping key decisions, endorsements and strategic guidance identified in this meeting for the inaugural business plan 2019-2021; b. Reflecting on workflow proposed over 2019-2021 period and responsibility and monitoring framework c. Noting timetable to submission of final draft | <p>Endorsement/amendment and agreed priority steps</p> <p>Agree SMB extraordinary meeting date on 23 or 24 October</p> | Section 3 of the draft 2019-2021 Business Plan: SMB10-BP |
| 17:15 - 17:45 (30 mins) | 16. Time for Reflection and Any Other Business | <ul style="list-style-type: none"> a. Crop Trust Endowment Proposal b. Other business as required c. Taking time to reflect and offer informal constructive feedback on the meeting itself and the work of the Board | | As required For inputs |
| 17:45 | Meeting close | | | |