Purpose: This slide deck sets out a proposed approach to the SMB’s planned virtual engagement on 5-7 May 2020, including:

- Innovations for this revised meeting format
- The format that advance materials will take, and how inputs on these can be shared in advance
- How each session is anticipated to run

**Action requested:** In advance of the meeting, all participants are requested to complete a declaration of interests using the online form at the following link: [Link to declaration form]

Prepared by: CGIAR System Organization

Distribution notice: This document may be shared without restriction
### SMB17 meeting approach in a virtual context

**The framework:**

| 3 sessions, each of 3 hours (one per day over three consecutive days) |

**The context:**

- **Seeking to find an optimal balance** between ensuring that important matters requiring SMB oversight are dealt with, but that the reduced available face time is spent on high-priority, rapidly-evolving topics.

- **Material is thus coming in a streamlined presentation format,** rather than individual meeting papers.

- **An advance version will come to the board as a pre-read** and anticipated late changes will be highlighted to the Board in ‘discussion slide’ versions on the day.

- **Advance questions on the pre-reads are welcomed**: it will help with time-management during the two meeting sessions.

**The approach:**

- **By end of day on Tuesday 28 April** - Short advance materials setting out key considerations/areas for reflection

- **By Friday 1 May** - SMB colleagues asked to provide inputs/questions arising at a link provided in the materials

- **On Monday 4 May** - Summary recommendation/substantive ask provided to the board, building on inputs received and up-to-date developments

Acknowledging the dynamic context in which we are all operating, preparation for this meeting proposes a simplified and flexible preparation approach. It draws on some great learnings shared by Center Board Secretaries during the recent and ongoing rounds of virtual Center Board meetings.
The agenda proposes 5 interconnected key topic areas

Most of the discussion time will be dedicated to:

• Covid-19 risk mitigation measures from a system perspective
• Implementation of One CGIAR

Covid-19 – risks, mitigations and opportunities

Implementing One CGIAR

Reports from the ARC Chair and ISDC Chair

Delivery of the 2019-2021 CGIAR System Business Plan

Consent Agenda / Other business
The following slides set out the areas for discussion under each of the 5 key topics with proposed timings.

By 28 April

• Immediately following each topic slide, additional content slides will be added with key considerations/main issues for the Board to consider for each element under the topic.
• If a more substantive ask/recommendation is anticipated to come after the System Council’s 30 April call, it will be made clear here.
The approach to Topic Area 1

A. Risk mitigations and opportunities (30 mins)
   - Round-table of brief observations from SMB members on experiences across the System since 27 March ad hoc call
   - Priority risks identified and status of mitigating activities

B. Financial Impact Analysis (50 mins)
   - Framing in context of views heard on 30 April System Council call
   - Review of modelled Financial Impact Analysis
   - Discussion on proposed request(s) to be made to Funders

C. CGIAR’s research and partnerships (45 mins)
   - System-wide paper led by IFPRI, ILRI & System Organization on Covid-19 relevance of portfolio & adjustments
   - Update on engagement with Rome Based Agencies and UN Food Systems Summit 2021

D. Messaging for System Council 10th meeting (30 mins)
   - The ask: Input on mitigating activities
     - Background materials: Prioritized Covid-19 risk register
   - The ask: Agree next steps/recommendations to the System Council
     - Background materials: System-wide scenario-based financial modelling of Covid-19 impact
   - The ask: Agree recommendations to the System Council
     - Background materials: Outline of paper on CGIAR Research response (full paper to be available from XXX)
   - The ask: Agree actions/recommendations for System Council approval

Comfort break – 15 mins

Session timing – Day 1
13:10 – 16:00 (with a short break)

End of Day 1
### A. Status, key risks and adequacy of mitigation measures (30 mins)
- Progress update – highlighting areas where guidance/course correction might be needed
- Transition risk management – where SMB input on mitigations is required (led by ARC Chair)
- Update on engagement with Center Boards to date
- Reviewing key deliverables and consultation moments in implementation

### B. Delivering Unified Governance (50 mins)
- Taking forward Executive Management Team appointment
- Charter changes relating to One Common Board membership

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### Confirming Day 1’s conclusions (10 mins)

**The ask:**
Input/endorsement of next steps

**Background materials:**
Transition implementation progress update
One CGIAR implementation risk register

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**The ask:**
Endorse TOR for EMT

**Background materials:**
- Briefing on legality of transition
- Draft TOR - inaugural Executive Management Team
- Proposed changes to Charter of the CGIAR System Organization

**Additional background reads (for information, not for discussion):**
- Timetable for reconstituting the SMB
- Nominations Committee workplan status update

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**Comfort break – 15 mins**

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**Session timing**

**Day 2**
13:10 – 16:00
(with a short break)

**Day 3**
13:10 – 13:40
The approach to Topic Area 2 – Part 2

C. Appointing and integrating the TPMU (30 mins)
- Formally record electronic decision taken on appointment of TPMU provider
- Modalities of interaction with TPMU

D. Delivering a high-level research strategy (45 mins)
- Visualizing the ‘end-product’ for delivery to the System Council
- Exploring effective consultation modalities (noting timing of the appointment of the EMT)
- Initial brainstorming on transitioning from existing CRP modality (for EMT to drive on appointment)

E. Funding during transition (30 mins)
- Proposal on creation of a $40M - $70M W1 Special Initiative to Support Implementation of One CGIAR
- Budget planning note for System Entities

The ask:
Input on key questions articulated in materials

Background materials:
- Timeline for delivery by TAG-
- Table of contents for One CGIAR Research Strategy
- Concept note on possible trajectories for existing research in CRPs

The ask:
Endorsement of approach on special initiative

Background materials:
- Proposal for W1 Special Initiative to support One CGIAR Transition
- Adjustments to System Entity Budgets
The approach to Topic Area 3

A. Report from the ARC Chair (30 mins)

*Anticipated to cover the following areas:*

- Ensuring an effective Internal Audit Function is in place (EQA)
- Strengthening System Organization risk management
- System Organization 2019 Audited Financial Statements (for approval under the consent agenda)
- Planned joint workshop with System Council’s Assurance Oversight Committee on risk management roles and assurance mapping
- ARC membership

The ask:
For information on key oversight/assurance areas

Background materials:
- Presentation by the ARC Chair
  (noting that two related items for approval are put forward under the consent agenda)

B. Report from the ISDC Chair (40 mins)

- Report and discussion on outcomes of the ISDC’s Virtual Meeting (20-23 April 2020)

The ask:
For information on key outcomes

Background materials:
- Presentation by the ISDC Chair
- Resource: ISDC Virtual Meeting Agenda

Comfort break – 15 mins
The approach to Topic Area 4

Delivery of the 2019-2021 CGIAR System Business Plan (40 mins)
- Report from Excellence in Breeding Platform on implementation of Crops to End Hunger initiative
- Scoping required adjustment at this ‘mid-point’ moment
- System Management Office 2019-2021 Workplan adjustments

The ask:
For information (EiB implementation)
For inputs on Business Plan and related office workplan adjustments

Background materials:
- Report by EiB Platform (*document to be available by 30 April*)
- Concept on scope/process of update to 2019-2021 business plan
- Updated System Management KPI’s for 2020
The approach to Topic Area 5

Other Business (15 mins)
• Consent agenda items
  i. 2019 System Organization Annual Financial Statements (as recommended by the SMB’s Audit and Risk Committee)
  ii. Response Plan to Pilot Assessment of Performance Management Standards
  iii. Membership of the SMB’s Audit & Risk Committee
• Any other business
• Recap of decision taken/actions agreed

The ask:
Consent agenda items for approval as a package without discussion
Other business – as required

Background materials:
• Consent agenda items provided separately in Diligent Boards

Special notice on ‘Consent Agenda’ items
Materials under this item are presented to the SMB according to Article 7.1 of the SMB Rules of Procedure, permitting a ‘consent agenda’ of multiple items being presented for approval via a single vote of the SMB (not item by item).
As a consequence of the SMB’s agreement to adjusted delivery times of 1 week prior to the meeting, should a SMB member wish to remove an individual item from the Consent Agenda, that request should be communicated to the Secretary of the SMB by close of business Paris time on Thursday 30 April 2020.