

Chair's Summary¹

22nd CGIAR System Board Meeting 29-30 November 2021; Virtual

Colleagues,

At the outset of the Board's 22nd meeting, I pointed to the importance of the moment as I welcomed the first round of an integrated portfolio of 19 Research Initiatives on our meeting agenda, along with the ISDC's review of the Initiatives and the 'Companion Document' submitted to us at the same time.

The maturing portfolio of Initiatives shows how our Research and Innovation Strategy to 2030 will be operationalized through a coherent set of mutually reinforcing research and innovation 'bundles' in the Action Areas of Systems Transformation, Resilient Agri-Food Systems and Genetic Innovation. The portfolio (which hinges on the integrated operational structure we approved earlier this year for its implementation) represents an unprecedented institutional response to the 'people and planetary' challenges of our era and is indicative of the progress we made in the transition to One CGIAR by now. The portfolio is the product of deep and meticulous work by our Initiative Design Teams and many partners, CGIAR's leadership, and ISDC's expert consideration.

We discussed the 'Companion Document' that explains how the portfolio will deliver and reviewed ISDC's comments and recommendations on it. We discussed ISDC's review of each Initiative (including identified inconsistencies and weaknesses) and reflected on 'comparative advantage', the path to creating an innovation culture in One CGIAR, the need for new thinking on partnerships and country and regional engagement, and the governance of effective, efficient and 'fit-for-purpose' oversight of research delivery and scientific advisory arrangements. We agreed to revisit these themes in more in-depth discussion in early 2022 based on a proposal by the EMT by the end of Q1 and noted with appreciation ISDC's planned work on 'innovation in One CGIAR' that we expect to be relevant and helpful in this context. **The Board approved the portfolio of 19 Initiatives which will next be considered by the System Council in its December 2021 forthcoming meeting.**

A second key Board decision at this meeting was to approve the preliminary 2022-2024 CGIAR Portfolio and Designated Financing Plan ('2022-2024 FinPlan'). We were cognizant that additional data points on Funders' commitments and pledges continue to be received. Thus, an updated 2022-2024 FinPlan will be developed and presented by Q1-2022, and periodically updated on a rolling annual basis. We expect increasingly integrated budgeting and reporting over the 2022-2024 period. We expressed appreciation to the teams who worked on the first ever 'whole of system' aggregated budgeting exercise, and to the CGIAR

¹ Prepared pursuant to Article 9.2 of the [Rules of Procedure](#) of the CGIAR System Board.

Audit, Finance and Risk Committee ('AFRC') for their review and oversight of the budget development process and the budget of each One CGIAR entity.

We discussed the resource mobilization assumptions underpinning the 2022-2024 FinPlan, received detail on recent pledges for both pooled and bilateral funding through the transition, and absorbed tentative perspectives on 'innovative finance'. Resource mobilization is mission-critical and needs strong leadership.

As the 2019-2021 planning cycle comes to an end, the Board considered a proposed 2022-2024 planning document focusing on One CGIAR transition. We commended the thinking presented in this regard, requesting the EMT to include measurable KPI's to facilitate the Board's oversight of implementation, and reflect also on how a higher-level planning document for CGIAR could be prepared that clearly sets out the vision beyond the 2022-2024 transition period and connects with the 2030 Research and Innovation Strategy.

We reflected on how operational integration is being enabled, including the status of approvals of Implementing Arrangement #1 as the legal vehicle to make this possible. Clearly, lessons can be drawn, including moving to multi-disciplinary teams supporting drafting and consultation with stakeholders. The Board asked that a briefing be prepared on lessons to support our collective ability to find consensus and solutions to move the integrated operational structure forward. As those charged with governance, it is our responsibility to empower our leadership effectively and without delay.

Colleagues, unified governance was a recurring theme running through our discussions. The Board was clear that we cannot successfully implement a transition to an integrated operational structure without truly unified governance. The SRG recommendations are clear: unified governance is the foundation of One CGIAR – to shift the incentive framework to a coherent and unified set of signals around collaboration and integration. It will be an urgent focus for the Board to work with all CGIAR entity Boards, the Board Chairs' Network to be established, our Host Countries, and the System Council to achieve this.

We remain grateful for the herculean efforts of so many this year – and we stand with and behind all colleagues as we continue to walk the path towards One CGIAR into 2022.

Sincerely
Marco Ferroni
Chair, CGIAR System Board

Meeting Summary

A. Agenda Item 1 – Opening and Agenda

1. The Chair welcomed participants to the meeting. A quorum was present.
2. **Decision: SB/M22/DP1:** The System Board adopted the Agenda (as set out in meeting document SB22-01, issued on 19 November 2021).
3. The Chair referred to the declarations of interest made on the agenda and noted that the standing register is available on Diligent Boards. Participants were reminded of their obligations under CGIAR's Code of Conduct for Governance Officials² including their continued responsibility to draw any actual or potential perceived conflict to the attention of the Chair should one arise during discussions.

B. Agenda Item 2 – Science and Research Matters

- i. Agreeing final recommendation to the System Council taking into consideration advice received from the ISDC

Key discussion areas

4. The System Board heard framing remarks from the EMT Convener, who noted the crucial nature of the ISDC's reports on external reviews in providing assurance and comfort to the Board and System Council, as well as their utility to science leadership for internal learning and strengthening of the Initiatives and 2022-2024 Investment Prospectus ('the Prospectus'). The report of the review of the Initiatives was commended for its transparency, particularly where there was consensus among the reviewers of strengths and weaknesses and also where there were differences in opinions among reviewers, as well as the comparability across Initiatives and clear information around priorities for improvement.
5. As additional framing, the Director Programs, provided an overview of the Companion Document to the Prospectus, highlighting five areas of aspiration for coherence and cohesion that correspond to ISDC's review criteria and evidence of how that is being undertaken to date.
6. The ISDC Chair introduced the reports on the ISDC's review of the initial set of 19 Initiatives and the Companion Document and commended the work and thinking of the teams that was evidenced in these. An overview was provided of the moderated external review process, summary information on scoring against the 17 review criteria, and considerations emerging from the Companion Document.

² Available at <https://storage.googleapis.com/cgiarorg/2020/11/CGIAR-Code-of-Conduct-Gov-Officials-Approved-03.11.20.pdf>

7. The System Board Chair expressed appreciation for the work of the ISDC and the reviewers and invited the EMT Convener and Science Group Directors to share reflections on the themes and recommendations emerging from the ISDC's reports. These included:
 - a. The EMT Convener recognized the need to more deeply articulate budgets including narratives, acknowledging that earlier guidance given to Initiative Design Teams ('IDTs') had been to include higher-level budgets at the time of submission while there remained questions around design of funding flows to ensure that Initiatives were designed from first principles of science, and noting that this would now be addressed.
 - b. The Science Group Directors expressed appreciation for the clarity of the report on where structural weaknesses should be addressed, which can now be considered by the IDTs.

8. In discussions that followed, the System Board:
 - a. Commended the quality and accessibility of the ISDC's reports;
 - b. Echoed the excitement expressed by management for the line of sight available across the Prospectus to understand and identify interconnections, potential gaps and opportunities and to clearly articulate CGIAR's value proposition to its respective stakeholder groups;
 - c. Supported the question raised by ISDC around comparative advantage and the need for CGIAR to explore more deeply what this means at this time and in the future and how this should be articulated. The ISDC Chair noted that the ISDC's proposed workplan for 2022 includes a commissioned study to explore through a consultative and engaging process how comparative advantage can be defined, developed and leveraged;
 - d. Emphasized the importance of clearly articulated budget asks as a resource mobilization tool;
 - e. Suggested that it will be important to turn attention at an early juncture to identifying processes and mechanisms to support development of the phase of research from 2024 onwards;
 - f. Noted appreciation for the work to incorporate impact assessment in Initiative design from the outset; and
 - g. Highlighted opportunities to explore in greater detail the nature and roles of partnerships, including identifying where potential partners may have not yet been reached, and analysis of private sector partners to deliver impact in support of a culture of innovation.

9. The EMT Convener expressed appreciation for the reflections provided and confirmed, in response to a question raised, that while the Initiatives and Platforms in the Prospectus will all be funded from pooled funding, all CGIAR research including bilaterally funded projects will be organized and aligned through the science groups as part of CGIAR's integrated operational structure. It was added in response to questions raised on partnerships mapping that the emerging portfolio analytics provide opportunities and tools to interrogate these questions.

Session outcome

10. **Decision: SB/M22/DP2:** The System Board:
 - i. Approved the proposals for an initial set of 19 CGIAR Initiatives and the indicative funding amounts set out therein for recommendation to the CGIAR System Council pursuant to Article 8.1 aa) of the Charter of the CGIAR System Organization; and
 - ii. Recognized its responsibility for governance oversight of research delivery, including oversight of how management will address identified structural weaknesses.
 - ii. Discussion on embedding a culture of innovation
 - iii. Approach to partnerships in the 2022-2024 Investment Prospectus
11. The Managing Director, Global Engagement & Innovation, framed the discussion, emphasizing the interconnected nature of a partnership strategy – a central element of the 2030 Research and Innovation Strategy – in delivering innovation for impact and a culture of innovation. The Global Director, Partnerships and Advocacy added reflections on evolving work to deploy a Partnerships & Advocacy value proposition for One CGIAR, building on the work to date of a transition task team on partnerships and advocacy and in collaboration with IDTs to frame partnerships and engagement in a structured way. The planned 'destination' of this work was summarized, including examples of an institutionalized system for designing, piloting and deploying novel partnerships models to amplify reach and impact, and intelligence systems to fully harness the power of partnerships.
12. The Director, Programs, shared a reflection that the concept of innovation is increasingly being understood as encompassing partnerships, digital ways of working, impact areas and scaling – and thus is owned across CGIAR under the 2030 Research and Innovation Strategy.
13. The Board provided reflections on the framing provided, including:
 - a. That the cultural and behavioral element of innovation is essential, with encouraging examples being observed such as impact assessment being built into Initiative design at the outset;
 - b. It would be beneficial to explore in a workshop setting what the current culture is today, what is desired and what behaviors are part of the journey to reach that – and how these are linked to CGIAR's brand;
 - c. That emphasizing innovation does not and should not come at the expense of an emphasis on research; and
 - d. The ISDC advised that a document will shortly be made available to the System Council on innovation which complements the themes explored by the Board³;
 - iv. Looking to the future of program oversight and science advisory structures and mechanisms

³ Post-meeting note: "ISDC Innovation Brief: Incubating Innovation" available at https://storage.googleapis.com/cgiarorg/2021/12/SC14_3c-ISDC-Innovation-Brief.pdf

14. The Director, Programs, provided background on the current scientific advisory structures that support the CGIAR Research Programs to end-2021, highlighting that what is now sought is a simpler and fit-for-purpose structure that meets needs effectively, retains strong advice received to date and also brings in new voices relevant to newer areas in CGIAR's research. It was proposed that management explore possible options and bring a proposal to the System Board for consideration at end-Q1 2022 based on analysis of those options.
15. The Board was supportive of the approach proposed, noting that there is an important distinction between advisory and oversight mechanisms and thus division of roles and responsibilities in what is proposed should be clear in this regard.

C. Agenda Item 3 – Funding Matters

Key discussion areas

16. The AFRC Chair provided an overview of the AFRC's work in its 2nd and 3rd meetings (on 1 October and 10 November, respectively) to review and provide guidance on the budget development process and review the combined CGIAR budget and draft 2022-2024 CGIAR Portfolio and Designated Financing Plan ('2022-2024 FinPlan') prepared. That process included detailed review by each AFRC member in their 'focal point' role for 1-2 CGIAR legal entities which included discussions with the management of each entity and discussion in the 3rd meeting with the full AFRC with management present. It was confirmed that the AFRC was comfortable with the budgeting process followed and that this effectively manages the risks and challenges associated with the commencement of the 2022-2024 Prospectus, and that the AFRC will continue to discharge its oversight responsibility for anticipated iterations of the budget as these are refined into 2022.
17. The Managing Director, Institutional Strategy & Systems provided some framing remarks, noting:
 - a. That development of the first aggregated CGIAR budget had provided early insights into whole-of-CGIAR spending on items such as IT or financial systems that would facilitate future work of more effective delivery of services as envisaged under One CGIAR; and
 - b. The unique nature of 2022, with the draft 2022-2024 FinPlan presented based on a first aggregation of entity budgets rather than true consolidation, highlighting that as the staff affiliation and appointment of One CGIAR management roles are undertaken, associated costs are anticipated to become clearer.

18. The Global Director, Business Operations and Finance provided a summary of the budgeting process and development of the 2022-2024 FinPlan, highlighting:
- a. That as additional information becomes available on budgeting as earlier identified, as well as on pledges and commitments including designations of pooled funding, the 2022 -2024 FinPlan will be adjusted and resubmitted for approval in 2022;
 - b. The key assumptions used in the 2022 operational budget including the enabling environment required, that funding targets will be met, the baseline of 2019 and 2022 averages (as 'pre-Covid' and 'Covid' conditions), that three-year projections assume a net break-even position for 2023 and 2024 and an assumed inflation level of 5% over these two years; and
 - c. Key risks taken into consideration including on the overall authorizing environment required to operationalize the budget, the nature and scope of shifts in funding and the implications of the staff affiliation exercise on costs.
19. The Board expressed its appreciation for the work to develop the budget and FinPlan particularly in the context of significant ongoing change. Additional reflections provided included:
- a. Appreciation for increased transparency in costs provided through the budgeting process;
 - b. Questions raised on the evolution of projected fundraising targets and allocations – noting the importance of clarity of message whenever pledges or commitments are announced to ensure that trust and confidence continues to be built;
 - c. That Funders should be asked to make commitments at the earliest possible opportunity to increase confidence in projections and improve stability during a time of transition;
 - d. That budget revisions should seek clarity as soon as possible relating to senior roles and their location to avoid an undue perception of increased staffing costs and demonstrate efficiencies;
 - e. That consideration should be given to developing longer-term budgets and projections; and
 - f. That the increase in pooled funding represents an important step forward to meet the target set by the SRG recommendations.
20. The Chair expressed thanks for the rich discussion and proposed that a concise document be prepared summarizing information provided during deliberations and in response to the questions raised regarding resource mobilization to support future conversations and communications on the topic.

Session outcome

21. **Decision: SB/M22/DP3:** The System Board:
- i. Approved the 2022-2024 CGIAR Portfolio and Designated Financing Plan ('2022-2024 FinPlan') as presented on 29 November 2021, and approved the preliminary 2022 budget of the CGIAR System Organization set out therein, recognizing that transition to One CGIAR is a dynamic situation and that funding commitments continue to be finalized;

- ii. Noted that one additional sentence will be added that adjustments will be made to clarify that Window 2 of the CGIAR Trust Fund will no longer be used for CGIAR Initiatives and new Platforms, in line with the new CGIAR funding modalities discussed with the System Board and the System Council;
 - iii. Noted that an updated 2022-2024 FinPlan will be developed and presented in Q1 2022 based on a revised budgeting exercise and to reflect additional data points gained; and
 - iv. Endorsed submission of the draft 2022-2024 FinPlan on that basis pursuant to Articles 8.1 cc) and ee) of the Charter of the CGIAR System Organization to the System Council for its approval.
22. **Action: SB/M22/AP1:** The Board requested that a short briefing document be prepared on the CGIAR Innovative Finance and Resource Mobilization strategy, details on the recent pledges, and support for both pooled and bilateral funding through the transition.

D. Agenda Item 4 – Transition to One CGIAR - Operational Structure, Governance and Assurance Matters

i. CGIAR Business Planning Cycle

Key discussion areas

23. The Chair framed the discussion, noting that the 2022-2024 draft business planning document (meeting document SB22-04a) builds on the business planning cycle concept for CGIAR developed in 2018 and which commenced with the inaugural 2019-2021 CGIAR Business Plan.
24. The Managing Director, Institutional Strategy and Systems introduced the document and approach, highlighting:
- a. The analysis of delivery against the 2019-2021 business plan and the SRG recommendations;
 - b. That the draft 2022-2024 plan had been developed across One CGIAR leadership with the support of the Transition Program Management Unit aiming to bring together details of the elements of transition to One CGIAR during the 2022-2024 period into a phased and sequenced approach;
 - c. That the draft plan aligns with planning cycles for the Investment Prospectus and the associated Portfolio and Designated Financing Plan and frames the continued transition to One CGIAR, with the overarching objective of fully realizing the benefits of unified and integrated governance, management and operations across all of CGIAR;
 - d. That the Board's strategic input is sought on the draft, to inform its finalization before being submitted to the Board for approval in early 2022.
25. The Board shared reflections and inputs on the draft plan, noting:
- a. Continued support for the 3-year planning cycle approach;

- b. The complex and interdependent nature of many elements of the plan of this nature, with a question raised on how the effects of delays in one area would be managed during the plan's implementation;
 - c. The importance of clear communication on the different elements of the planning timeline in order to set appropriate expectations among staff and stakeholders;
 - d. That it would be valuable to include linkages on costings of the plan to the 2022-2024 FinPlan to understand allocation across areas of work, and suggested to include an 'order of magnitude' indication of anticipated cost increases and decreases;
 - e. That the plan should anticipate continuous design work relating to the CGIAR Initiatives and 2025-2027 portfolio rather than a single set of activities later in the 2022-2024 cycle; and
 - f. A proposal to include KPI's on how the plan's delivery will be measured, which could include achievement of specific enablers of the plan's overall aims.
26. Several Board members noted that the plan as presented represents a strong 'transition' or 'post-merger integration' plan, rather than a typical business plan, and offered insights into how management could consider complementing it with a higher-level planning document for CGIAR that clearly sets out its vision.
27. The Managing Director, Institutional Strategy and Systems, thanked members for their inputs and counsel, and confirmed that the framing of the plan would be considered in light of the guidance provided, and that the EMT will consider how to frame a strong communications product as well as develop a high-level business plan during the 2022-2024 cycle once key building blocks of One CGIAR are in place.
28. The Chair expressed the Board's support to take planning forward and acknowledged the continuing challenges of bandwidth and capacity during transition to One CGIAR.
- ii. Implementing Arrangements
29. The Global Director, Governance & Assurance provided an update on the status of approval of Implementing Arrangement #1 by CGIAR's legal entities and reflected that the process to develop, consult and reach agreement on this had provided a number of lessons, and that a future approach could involve multidisciplinary teams co-stewarding the development of subsequent implementing arrangements.
30. **Action: SB/M22/AP2:** The Board requested that a short briefing be prepared on (i) key lessons from development of Implementing Arrangement #1 and (ii) guidance for Board focal points to support interactions with CGIAR entity boards and leadership in support of delivery of future implementing arrangements.

- iii. Report from the AFRC Chair
- iv. Amendment to Terms of Reference for Internal Audit Support Service

31. The AFRC Chair presented highlights from the report on its activity since its establishment on 1 June 2021 (as set out in meeting document SB22-04b). In addition to the AFRC recommendations and decisions set out, the AFRC Chair provided an update to the Board on work to develop revised internal audit arrangements aligned to the One CGIAR integrated operational structure, noting that the AFRC is retaining a focus during the process on ensuring that each entity receives adequate assurance coverage from existing internal audit arrangements, including through global and thematic engagements as well as focused engagements on entity-level controls.
32. The AFRC Chair reflected that a theme in its deliberations on risk management in CGIAR had been ensuring that risks are owned, managed and overseen at the appropriate levels. It was noted that the AFRC's workload in its first months of operation has been considerable and it will therefore be important that appropriate management structures and mechanisms are in place to ensure that oversight by committees and boards can be undertaken at the right level.
33. The Global Director, Governance & Assurance added additional reflections on the need for continued quality assurance support for internal audit arrangements, noting that the proposed amendments to the Terms of Reference for the CGIAR Internal Audit Support Service with effect from 1 January 2022 (as set in meeting document SB22-04c) aim to provide this over the coming year.

Session outcome

34. **Decision: SB/M22/DP4:** Pursuant to Article 8.1(I) of the Charter of the CGIAR System Organization, the System Board approved the amended Terms of Reference for the CGIAR Internal Audit Support Service with effect from 1 January 2022.

E. Agenda Item 5 – Other business

Key discussion areas

35. The Global Director, Governance & Assurance, introduced the proposed amendments to the CGIAR System Framework to take effect from 1 January 2022 and the proposed pragmatic approach to adjust the CGIAR Glossary to ensure that the current set of agreements that apply to the use of funding from the CGIAR Trust Fund can continue to apply to CGIAR Research and other CGIAR operations as of 1 January 2022.
36. The Board was supportive of the proposed approach and took note that minor clarifying adjustments to the CGIAR Glossary would be made prior to seeking System Council approval.

Session outcome

37. **Decision: SB/M22/DP5:** The System Board:

- i. Supported the System Council being presented with an updated CGIAR Glossary, noting that a few adjustments will be made to the version submitted to the Board and that the final proposed amended Glossary that will be submitted to the System Council will be shared with the System Board by 1 December 2021;
- ii. Approved the proposed changes to the CGIAR System Framework, effective 1 January 2022, subject to approval by the System Council and two-thirds of the CGIAR Centers; and
- iii. Requested the System Organization to make conforming changes to the Charter of the CGIAR System Organization to reflect the changes to the CGIAR System Framework, and to present the amended Charter for System Board electronic approval as soon as possible.

F. Closed Session – Agenda item 6

38. All System Board voting members participated in a closed session pursuant to Article 9.9 of the Charter of the CGIAR System Organization to discuss Board leadership matters. The following decisions were taken following these deliberations:
39. **Decision: SB/M22/DP6:** Pursuant to Article 7.3 of the Charter of the CGIAR System Organization, the System Board:
 - i. Took note of the decision at the Board's 13th meeting, when titled the System Management Board, to appoint Dr Marco Ferroni as the continuing Chair of the Board through to 30 November 2021 or until a successor was appointed;
 - ii. Recalled that the Board was re-constituted with effect from 1 September 2020, with terms of all members being for three years from that date;
 - iii. Recognized the leadership being provided by the Chair of the Board through the transition to unified governance;
 - iv. Approved a revised Terms of Reference of the Board Chair as set out in meeting document SB22-05b, revision 1, with adjustment of maximum compensation from \$90,000 to \$100,000; and
 - v. Confirmed the continuing appointment of Dr Ferroni as Chair of the Board until 31 August 2022 pursuant to the amended Terms of Reference, being two full years from the date of reconstitution of the Board on 1 September 2020, or until such time as a successor is appointed.
40. **Decision: SB/M22/DP7:** The System Board:
 - i. Took note of the possibility of the System Board Chair appointing a temporary Vice-Chair pursuant to Article 9 of the Charter of the CGIAR System Organization;
 - ii. Determined that arising from unified governance under One CGIAR, one or more formal Vice-Chair roles for the System Board would be appropriate going forward (with related amendments to the Charter of the CGIAR System Organization to be undertaken to make provision for this/these future roles), with work to commence on the terms of reference for that role as quickly as possible⁴;

⁴ Post-meeting note: These Terms of Reference were developed and agreed by the Board with effect from 1 December 2021.

- iii. Approved as an interim measure, a terms of reference for additional responsibilities to support the Chair of the System Board with a primary focus on adherence to good governance and monitoring and performance of One CGIAR governing bodies, as set out in meeting document SB22-05c, with additional compensation of \$5,000 each quarter; and
 - iv. Requested that for the 6 months period from 1 December 2021 to 31 May 2022, Hilary Wild discharge those additional responsibilities.
41. All System Board voting members, and on the decision of the Chair pursuant to Article 9.9 of the Charter of the CGIAR System Organization, the Executive Management Team and the System Board Secretary participated in a second closed (executive) session of the System Board.
42. No decisions were taken in that closed session that have a material impact on the CGIAR System.
43. The Chair thanked Board members and closed the meeting.

Appendix: List of participants

Members

Voting members	
Marco Ferroni (Chair)	Lindiwe Sibanda
Alice Ruhweza	Neal Gutterson
Alyssa Jade McDonald-Baertl	Patrick Caron
Hilary Wild	Shenggen Fan
Ex-officio non-voting members	
Clarissa van Heerden	Independent Chair, Audit, Finance, and Risk Committee
Elwyn Grainger-Jones	Managing Director, Institutional Strategy and Systems in the capacity as Executive Director, CGIAR System Organization

Active observers pursuant to Article 7.8 of the Charter of the CGIAR System Organization

Claudia Sadoff	Executive Management Team Convener and Managing Director, Research, Delivery and Impact
Kundhavi Kadiresan	Managing Director, Global Engagement and Innovation
Renee Lafitte	Bill & Melinda Gates Foundation, Representative of System Council Voting Members
Wijnand van Ijssel	The Netherlands, Representative of System Council Voting Members
Holger Meinke	Chair, CGIAR Independent Science for Development Council
Frank Place	Research program leader from the CGIAR Portfolio

System Board Secretary

Karmen Bennett	Global Director, Governance & Assurance (a.i.)
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Invited Guests pursuant to Article 7.9 of the Charter of the CGIAR System Organization

Allison Smith	Director, CGIAR System Advisory Services Shared Secretariat
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Other Invited guests/Content providers

All agenda items	
Marion Barriskell	Global Director, Business Operations and Finance
Khuloud Odeh	Global Director, Digital Services
André Zandstra	Global Director, Innovative Finance and Resource Mobilization
Christine Larson-Luhila	Deputy Director, Board and Council Relations, CGIAR System Organization
Elise Perset	System Organization General Counsel & Director, Legal and Office Services
Roland Sundstrom	Senior Advisor, Executive Director's Office, CGIAR System Organization
Sonja Vermeulen	Director, Programs, CGIAR System Organization
Agenda Item 2	
Martin Kropff	Global Director, Resilient Agri-Food Systems
Johan Swinnen	Global Director, Systems Transformation
Barbara H. Wells	Global Director, Genetic Innovation
Juan Lucas Restrepo (Agenda item 2 iii)	Global Director, Partnerships & Advocacy
Agenda Item 4	
Alexandra Diakité	Project Manager - One CGIAR Transition
Fiona Bourdin-Farrell,	Global Director, People and Culture
Yorgos Solomos	Senior Advisor, Risk Management

Peter Quayle (Agenda item 4 ii)	Legal consultant
Annette Chau	TPMU
Aly Khan	
Wijnand de Wit	
Agenda Item 5	
Andrea Stumpf	Legal consultant

Operational support

Olwen Cussen	Board and Council Relations Officer, CGIAR System Organization
Victoria Pezzi	Meetings & Events Coordinator, CGIAR System Organization