



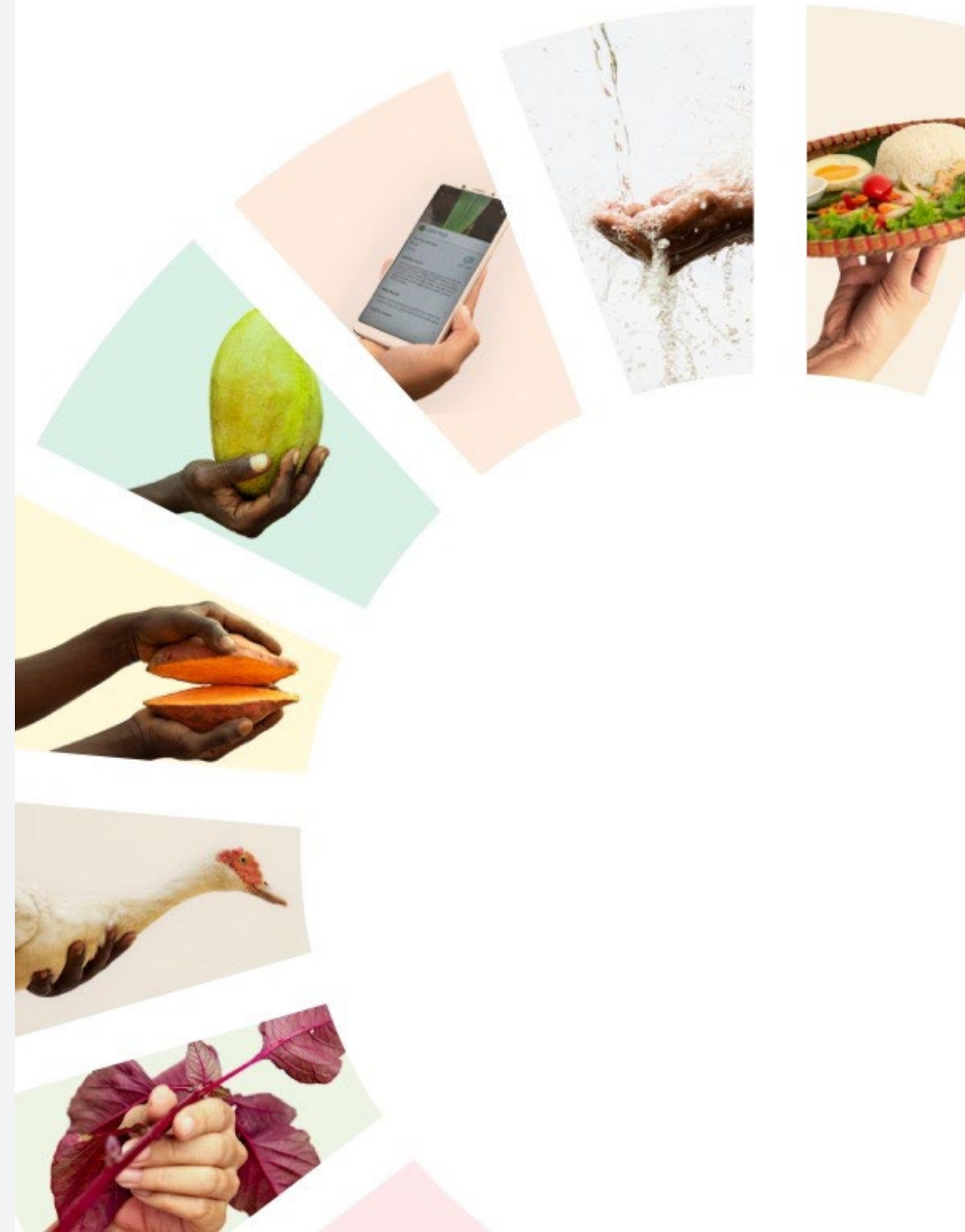
Agenda Item 2
Resource
Issued: 27 April 2023

SB Chair Vision and the first 100 days targets

Purpose: This presentation shares the vision of the System Board Chair (2023-2025)

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27 April 2023



System board



Overarching role

1. Provide dynamic leadership, governance and strategic direction for One CGIAR in the delivery of its mission
2. Appoint, direct and oversee an Executive Management Team

Responsibilities

1. Act within their powers under the governing instruments of the entities on whose governing bodies they serve
2. Act according to the Guiding Principles of the CGIAR System Framework
3. **Promote the success of One CGIAR, anchored in excellent scientific research for development around a compelling mission, unified governance, institutional integration and stronger country engagement, and more funding;**
4. Apply their objective judgment in relation to all deliberations and decision-making, free from any institutional bias or other undue influence;
5. Exercise due and reasonable care, skill and diligence; and
6. Avoid, and if unavoidable, declare any existing or potential conflicts of interest.

System Board Chair Functions



1. Leadership

1. Lead the Board in the full discharge of its functions,
2. Encourage active and effective contributions by all members of the Board and Active Observers,
3. Communicate effectively between meetings in a manner that facilitates transparency in respect of the Board's operations;
4. Steward relevant processes to set terms of employment for, select, and appoint or dismiss CGIAR's EMD and conduct an annual evaluation of their performance
5. Establish and maintain on-going communications with CGIAR's Executive Managing Director, the Chairs of the Board's standing committees and working groups
6. Demonstrate commitment to advance the five principles of Gender, Diversity and Inclusion
7. Ensure and steward periodic self/facilitated external third-party assessments of the Board's performance and culture, with appropriate follow up action on insights gleaned.

2. External representation

3. Facilitation of Board meetings

1. In consultation with BM, the EMD and the Secretariat, set a strategic multi-year rolling Board calendar that ensures that appropriate topics are addressed by the Board in a forward-looking and strategic manner;
2. Ensure that the EMD allocates adequate resources to the work of the Board Secretary and Secretariat to meet the Board's reasonable expectations on operational support;
3. Establish the frequency of Board meetings and review such frequency from time to time, as considered appropriate or as requested by the Board;
4. Propose the agenda for each Board meeting and ensure the co-ordination of information packages and related events for Board meetings in conjunction with the EMD and the Board Secretary;
5. Preside during Board meetings, and managing the business of the Board in a transparent and effective manner, addressing conflicts and ethics questions as they arise;
6. Summarize all decisions taken by the Board; and
7. Guide the Secretariat to publish a record of the conclusions and decisions reached at each meeting in a timely manner.

4. Support the Board's standing committees and adhoc working groups

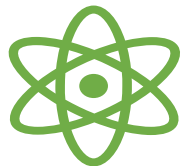
My Guiding Principles as the Chair of the System Board



Enhance trust and transparency in One CGIAR



Establish rhythm and predictability of the change process



Enhance visibility and impact of our core business – science and partnership

We will build
TRUST
through

Common vision

Reaffirmation of the future we want

Inclusivity

Appreciation of diversity as strength

Transparency

*Breaking the walls that divide us, listening to each other,
Effective internal and external communications
Speaking with one voice*

8 Priorities

1

Ensure an effective System Board

SB with adequate representation & numbers for effective governance of highest standards.

2

Review Board Chair Network / System Board Roles

Alignment of governance at system and centre level.

3

Have effective delivery of our core business

One CGIAR delivers science & innovation that advance the transformation of food, land, and water systems in a climate crisis

4

Enhance effectiveness & efficiency of the System Office

SO is a lean, efficient team leveraging and harnessing on the strengths of the CGIAR centres.

5

Deepen relationship with the host countries & key partners

Host country has win-win partnership with One CGIAR.

6

Communicate and advocate for One CGIAR

Showcase the comparative advantages of One CGIAR on a regular basis and bring-in relevant global research centres.

7

Calibrate relationship with the System Council

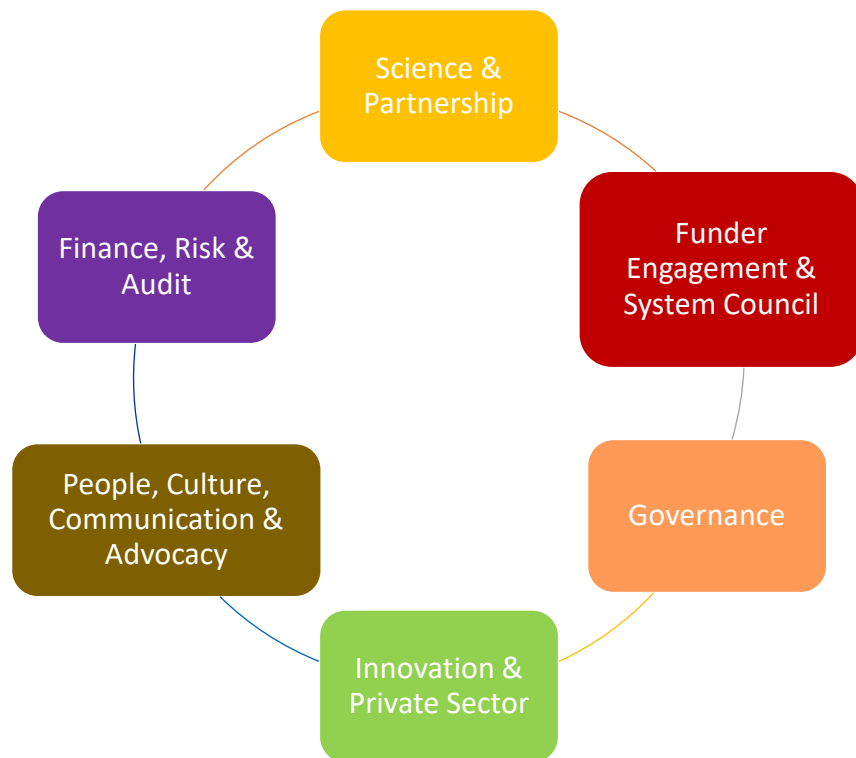
Ensure SB is empowered to govern the system and make decisions.

8

Mobilize Financial Resources

Diversity funding sources and use innovative financial models to attract additional funding.

Board sub-Committees formed



Committee Names



Committee Composition

Committee roles

1. Accountability
2. Steering
3. Advisory

Key principles

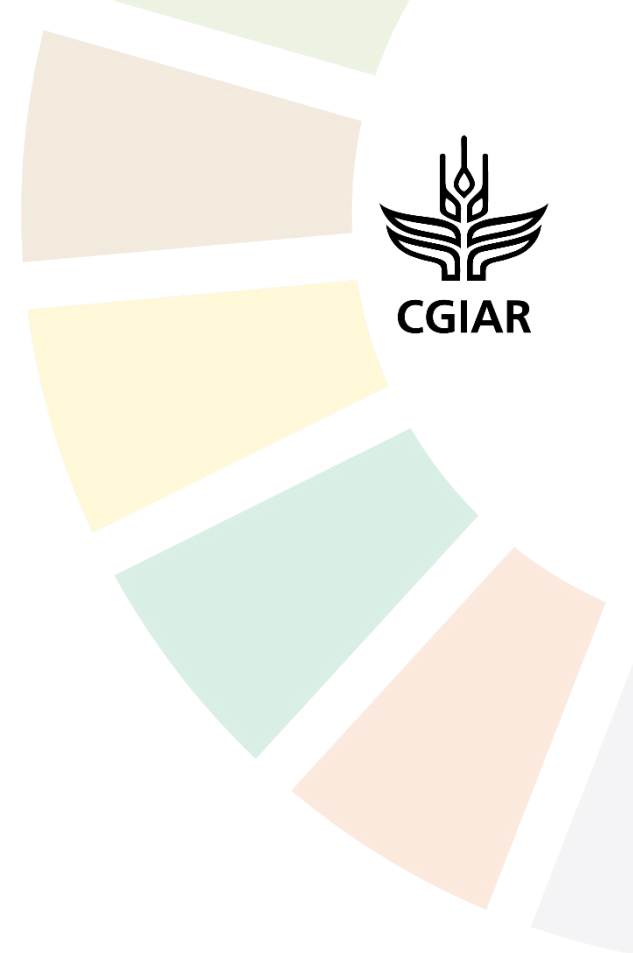
- Balancing sequencing with urgency.
- Advisory should be demand driven (EMD; SLT).
- Informed by stakeholder needs; performance deficit/concern.
- Mindful of the risks/unintended consequences.
- Clear purpose and objective reflected in the ToR and composition.

[recommendations from SB retreat, Feb 2023, Mexico]



Board sessions

1. Introduced monthly one-hour catchup sessions
2. Board Closed sessions



Centre Board Chairs engaged

1. SB-BCN Joint meeting in Mexico
 1. Buy-in of the vision and 100 days target
 2. Keeness to actively join the committees
 3. Endorsed the EMD hire process
 4. Endorsed the Unified Governance Review (UGR) process
2. BCN (9 of 12) joined the virtual meeting with ICRISAT Board, Feb 2023
3. SB-BCN joint virtual meeting reviewed & endorsed the UGR TOR and committee membership.
4. BCN are members of the Board committees and adhoc committees in particular:
 1. UGR committee
 2. EMD Search adhoc committee





Unified Governance Review

1. Adhoc Committee established and endorsed
2. TOR reviewed and endorsed
3. Timeline

15 Apr: adhoc Committee finalizes a draft of the TOR for the Governance Review

30 Apr: adhoc Committee finalizes TOR after having reflected input from the Parties and the System Council

5 May: Targeted call for independent reviewers

19 May: Selection of reviewers

26 May: Review commences

31 July: Draft report

31 Aug: Final report

1 October: submission of scenarios with pros and cons for follow-up action to the Parties via their chairpersons and the System Council

1 November: the final set of recommendations to be submitted to the Parties via their chairpersons and the System Council for implementing actions.

Adhoc Committee on Governance

- Neal Gutterson (Co-Chair)
- Kanayo Nwanze (Co-Chair)
- Hilary Wild
- Shenggen Fan
- Margaret Bath
- Harry Kimtai
- Jorge Mario Ruiz Luengas
- Andrew Campbell
- Anne Eriksson

Partnership strategy (under development)

Led by Board Committee on Science and Partnerships

Informed and guided by:

- Changing landscapes (capacities, interests, resources)
- Complex and diverse challenges
- Commitments (SDG, Food systems summit..)

Using the:

- CGIAR Engagement Framework for Partnerships & Advocacy (March 2022)
- High-level Advisory Panel (HLAP) recommendations

With the intention to:

Transform and inspire science through partnerships

SB committee on science & partnership will work with BCN, regional teams & relevant networks at global, regional and national levels

EMD search process

1. Adhoc Search Committee established

2. TOR endorsed

3. Search firm selection process

Perrett Laver, SRI Executive, Russell Reynolds, Dr. Bjørn Johansson Associates, Macaulay Search, Kincannon Reed, Spencer Stuart.

Adhoc EMD Search Committee

- Patrick Caron (Chair)
- Alice Ruhweza
- Alyssa Jade McDonald-Baertl
- Elsa Murano
- Cao Đức Phát
- Allan Tollervey
- Independent

4. Timeline

Proposed Process Steps	Timeline
1. EMD job description preparation	3 April
2. Adhoc Search Committee establishment	7 April
3. Executive Search Firm engagement	22 March – 12 April
4. Search Firm preparations (including EMD JD advertisement)	17 April – 19 May
5. Longlisting	26 May – 16 June
6. Shortlisting	20 June – 7 July
7. Early shortlist probing	30 June
8. Final shortlisted candidates interview in person	24-28 July
9. Decision and offer	4 Aug

Visit to host countries (France, January 2023)

Deepened relationship with:

1. Science organisations in the country

- CRAI: Commission de la Recherche Agricole Internationale
- CRNS: Centre National de la Recherche Scientifique
- CIRAD: La Recherche Agronomique pour le Développement
- INRAE: Institut national de recherche pour l'agriculture, l'alimentation et l'environnement

2. The Ministries and its agencies (Higher Education, Research and Innovation, Europe and Foreign Affairs, AFD)



Visit to host countries (Mexico, February 2023)

- *Stronger partnership with government*
 - Secretariat of Agriculture and Rural Development of Mexico
 - Ministry of Foreign Affairs of Mexico
- *Key project highlighted MASAgro in Africa*



Visit to host countries (India, February 2023)

- Continued support by the government thru
 - the Ministry of Agriculture and Farmers Welfare, Government of India
 - Indian Council of Agricultural Research
- Stronger partnerships with national and regional partners
 - Trust for Advancement of Agricultural Sciences (TAAS)
 - NITI Aayog
 - Federation of Seed Industry of India



Visit to host countries (Kenya, April 2023)

To Strengthen Host Country relationship scheduled on 17 April

- *together with the new and former DG of ILRI*
- *to visit representative of the Host Country*
- *to visit partners from research/universities and civil societies*

Reviving the relations with ICRISAT



Joined the 50th anniversary celebration

Several bilateral consultation with management

Joint virtual meeting of SB-BCN and ICRISAT Board

- Attendance SB (4 of 7), BCN (9 of 12), ICRISAT (7 of 12)
- Red lines
 - a. IFA5 is closed
 - b. Payment by One CGIAR of outstanding genebank funding (2M USD)
 - c. Restoration of ICRISAT's full mandate



Advocating for One CGIAR

[Externally]

Major conferences attended

- Dakar 2 Summit: Feed Africa, Food sovereignty and resilience
- World Sustainable Development Summit (WSDS) 2023: Mainstreaming Sustainable Development and Climate Resilience for Collective Action India
- Advances in Genome Biology & Technology (AGBT): agriculture meeting, Texas, USA

Regular monthly v/blogs

[Internally]

Interacting with centre staffs

- Virtual Townhalls with all CGIAR Staff
- Visit and interaction with:
 - CIMMYT staff and SLT whilst in Mexico
 - South Asia staff (hybrid) whilst in India
 - IFPRI Staff whilst in Washington DC

Partners are keen to know how to partner with One CGIAR

CGIAR staff needs assurance and confidence about the future of One CGIAR



Visit to funders

France (January)

- Strengthened partnerships (technical and financial)
- Reinvigorated System Office

BMGF (March)

- Advocate, technical and financial partner of CGIAR (CGIAR is named as 2023 breakthrough investment)
- Investments beyond crops, bringing in more young scientists

FCDO (March)

- Technical and financial support

USAID (March)

- Increased investments on resilience and climate change

US State Department (March)

- Advocacy and mobilization of resources for under-valued crop

WB (March and April)

- Spring meetings
- Coordinated engagement at country, regional and global level

Crop Trust (March)

- Continue support to genebank of the centres



Status of 100 days target, as of 04 April 2023

- completed
- ongoing
- for discussion

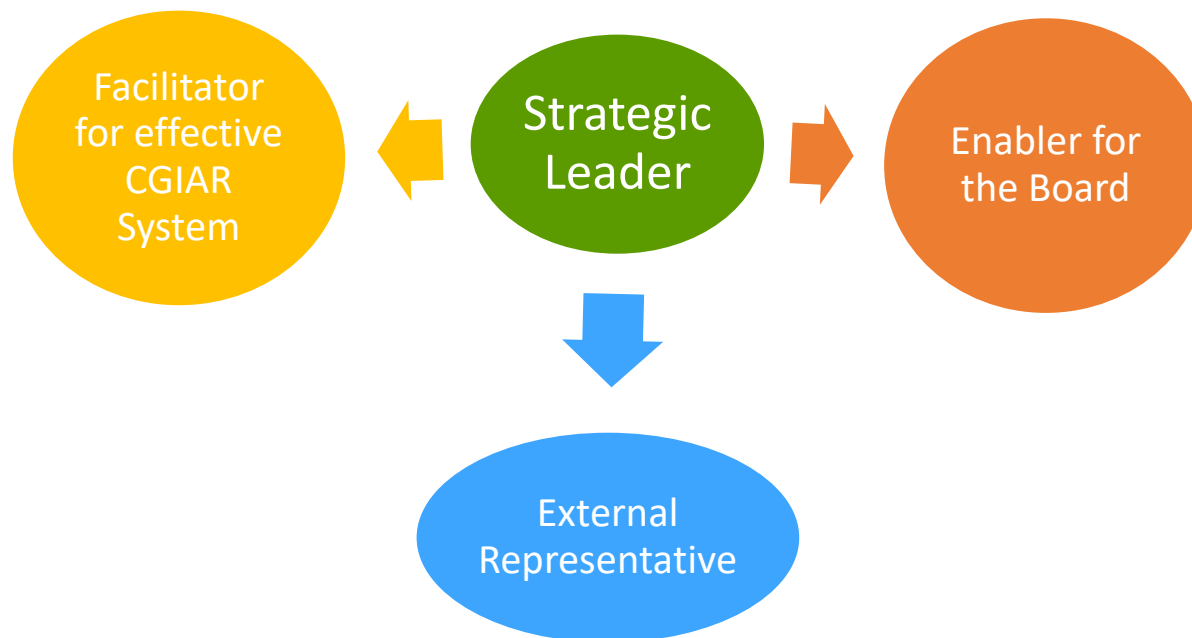
SB Chair Priority Area	Item	First 100 Day Targets	Status	
P1	Effective SB	1	Advisor to Board Chair appointed	Completed
P1	Effective SB	2	Deputy Chair Appointed	TOR drafted & vice-Chair appointed
P1	Effective SB	3	System Board rhythm & shared calendar established - includes planning for Q2/4 center mtgs	General Calendar presented at SB-BCN joint meeting
P1	Effective SB	4	Board Committees established and operationalized	TOR drafted, to be discussed at April SB virtual Board meeting
P2	Review BCN	1	Board Chairs Network validated - role and modalities clarified	SB-BCN mtg 11 Feb: agreed to work together
P2	Review BCN	2	Unified Governance review launched	SB retreat & SB-BCN mtg: agreed process, Committee formed, TOR endorsed at SB VM on 01Mar
P2	Review BCN	3	Review Board adhoc committee & Center Board standing committees to be aligned with One CGIAR	Completed. SB retreat: integrate in the SB committees
P2	Review BCN	4	SB and BCN are aligned with common vision on CGIAR System Governance	SB-BCN meet on 11 Feb: agreed to integrate in Governance Review
P3	Delivery of core business	1	Integration Framework Agreement operationalised.	SLT Retreat: process agreed for a guide/policies to implement; linked to UGR review
P3	Delivery of core business	2	HLAP recommendation on engagement and partnership adopted	SLT retreat reviewed and drafting response
P3	Delivery of core business	3	Partnership strategy operationalized.	Operational guide under development
P4	Work with the System Office	1	EMD search launched	Search Committee established, Search firm listed, TOR drafted, Timeline established.
P4	Work with the System Office	2	Alignment of SB, EMT and SLT calendars and workplans SLT Workplan and self assessment	SB retreat: general agreement on the concept
P4	Work with the System Office	3	Efficient and Effective System Office - rationalize functions, location and budget	For further action

SB Chair Priority Area	Item	First 100 Day Targets	Status	
P5	Deepen Relationship HC & key partners	1	Relations with the Host Countries (France, Mexico, Kenya) revived.	Completed: Visited France and Mexico, Kenya scheduled on 17 April
P5	Deepen Relationship HC & key partners	2	Explore science compacts with Host Countries detailing what does the One CGIAR partnership mean for Host Country.	For discussion
P6	Communicate & advocate for 'One CGIAR'	1	CIFOR/ICRAF, ICRISAT relations restored	SB Board Chair & CIMMYT DG visit to India SB members (3of7)-Center Board Chairs (9of11), - ICRISAT Board virtual meet on 22Feb Direct com ongoing: DG & Chairs of ICRISAT & CIMMYT
P6	Communicate & advocate for 'One CGIAR'	2	Reinforce 2023 as year of deepening science and partnership engagement	Concept integrated into all communications e.g. monthly blogs & visit/interaction with staff (CIMMYT, IFPRI)
P7	Work with the CGIAR System Council	1	Roles and responsibilities of the System Council and Board clarified.	SB retreat: seek invite for all SB members to join the SC meetings e.g. 11-12 May
P7	Work with the CGIAR System Council	2	Board and Funders communication procedures initiated.	SB retreat: to be included in the governance review
P8	Mobilize Financial Resources	1	African Development Bank relations restored	Completed: Dakar 2 attendance
P8	Mobilize Financial Resources	2	New financial model explored	New financing mechanism under discussion
P8	Mobilize Financial Resources	3	Strategy to diversify funders and increase funding level to be discussed	Joined USA visit to funders (BMGF, USAID, State Dept, WB). Need to engage further with iF&RM team to understand needed support from SB Chair.

As the Strategic Leader of the One CGIAR

Targets:

1. Guide smooth leadership transition, whilst maintaining a dynamic system
2. Alignment of calendars SB, SC, EMT, SLT
3. Enhance effectiveness and efficiency of the system office



Targets:

1. Guide operationalisation of the Board committees
2. Alignment of governance systems – completion of UGR & implementation of its recommendation.
3. Support continuous professional development of Board members

Targets:

1. Advocacy for One CGIAR in major events
2. Advocacy for increased investment to One CGIAR
3. Support Bill Gates' breakthrough advocacy drive
4. Communicate delivery of science by One CGIAR



CGIAR

Science for a food-secure future

Thank you

27 April 2023

