



Approved Meeting Summary
26th CGIAR System Board Meeting
11 April 2023; Virtual

Reflections from the System Board Chair

The CGIAR System Board met virtually on April 11, 2023, where the new Chair, Professor Lindiwe Majele Sibanda, shared her vision for One CGIAR over the next two years, setting the tone for the Board's strategic agenda. Embracing the Chair's guiding principles, the Board prioritizes trust, transparency and inclusivity by strengthening relationships with Centers, host countries, key partners and stakeholders; establishing rhythm and predictability of the integration process; while enhancing visibility and impact of science and partnership.

We are pleased to report that the Executive Managing Director (EMD) search process is progressing capably and confidently, reflecting the Board's commitment to finding the right executive leader for One CGIAR. The Board endorsed the EMD job description and recruitment process, which includes adding an independent private/public sector member to join representatives from the System Board, Center Board Chairs and System Council on the EMD Selection Committee, chaired by Patrick Caron, for balance and a diversity of perspectives. The Board aims to identify a preferred EMD candidate by the beginning of August, signaling its dedication to maintaining continuity and progress.

The proposed 2022-2024 Integration Plan, presenting a comprehensive roadmap for operationalizing the Integrated Framework Agreement, received the Board's acceptance. The Plan's overarching goal is to enable agile research and innovation and engage with partners and stakeholders to support the delivery of the 2030 Research and Innovation Strategy. Acknowledging that the Plan is a living document that will continue to evolve, it will be presented to the System Council for approval at its 18th meeting in May.

We are delighted to report significant progress on the unified governance review, reflecting our commitment to efficient and effective governance across the CGIAR. An ad hoc committee on governance, co-chaired by Neal Gutterson and Kanayo Nwanze, Chair of the AfricaRice Board, and comprised of representatives from the System Board, Center Board Chairs, AFRC and System Council, has been established to guide the process and will very soon

complete the draft terms of reference for the call for proposals for an independent assessor to ensure a comprehensive and inclusive governance review process.

We are excited to share that CGIAR's first annual portfolio narrative highlighting the new and innovative portfolio of Initiatives and Platforms will be published soon, showcasing CGIAR's impact and innovation. Looking ahead, the Board endorsed the design and delivery process for the 2025-2027 portfolio of Initiatives and a proposal for a financial model reference group to address the interconnected elements and challenges related to funding and inform the next cycle of Initiatives dedicated to the delivery of the 2030 Research and Innovation Strategy.

In summary, the Board is steadfastly committed to promoting the success of One CGIAR, anchored in excellent scientific research for development, unified governance, institutional integration, and stronger country/regional engagement. As we work towards achieving our ambitious goals and objectives, the Board is closely monitoring potential risks and conducting a thorough assessment to ensure CGIAR's continued success. The Board looks forward to continuing to work collaboratively to deliver science and innovations that advance the transformation of food, land, and water systems in the face of the climate crisis, including through the implementation of the next innovative portfolio of Initiatives.

* *The meeting summary is prepared in accordance with Paragraph 6.3 of the [One CGIAR Board Rules of Procedure](#) effective from 6 July 2022.*

Meeting Summary

A. Agenda Item 1: Opening and Agenda

1. The System Board Chair welcomed participants to the meeting. A quorum was present. The new Senior Director of Governance and Institutional Risk, who is the incoming System Board Secretary, was introduced. It was noted that the acting interim System Board Secretary would support this meeting and that the Executive Managing Director ('EMD') would be a silent observer during the meeting due to illness with the Managing Director, Institutional Strategy and Systems serving as her designee for the meeting. Apologies were received from Dr. Eliud Kireger, Active Observer.
2. The provisional agenda issued on 22 March 2023 with agenda item 5 for a rebranding update deferred to the next meeting when more information on the subject is available was presented.
3. **Decision: SB/M26/DP1**: The System Board adopted the agenda (as set out in meeting document SB26-01a), with Agenda Item 5 on rebranding deferred to a future meeting.¹
4. The System Board Secretary a.i. referred to the declared interests as set out in Diligent Boards. Participants were reminded that under [CGIAR's Code of Conduct for Governance Officials](#), they should make a declaration on any new matter that may pose as a conflict during meeting deliberations.
5. The Secretary highlighted the list of out-of-session decisions taken since the previous SB25 meeting (Document SB-26-01d) and outstanding Board Agreed Actions² to be discussed during the meeting.
6. The Chair expressed her gratitude to and recognized the former System Board Chair and former System Board Secretary. She thanked the acting interim Board Secretary, the Board Vice Chair, and her fellow Board members for their service and many contributions.

B. Agenda Item 2: Message from the Board Chair

7. The Chair presented her vision for One CGIAR for 2023-2025 and First 100 Days Targets, emphasizing the System Board's pivotal role in providing leadership, direction, and shared governance for the organization's success. She outlined the Board's responsibilities, including appointing and overseeing the EMD, making unbiased decisions, and striving to fulfill One CGIAR's essential mission. The Chair also highlighted her responsibilities as Chair, providing leadership, external representation, and supporting the Board, with a focus on promoting

¹ The agenda was adopted pursuant to Rule 6.1.d) of the [One CGIAR Rules of Procedure](#)

² The Agreed Actions list is distinct from the formal Decision Register of the System Board, which for transparency is publicly accessible and searchable: <https://www.cgiar.org/how-we-work/governance/system-organization/system-board/board-decision-register/>

gender, diversity, and inclusion. She highlighted the need for greater collaboration with the Center Boards and executive management, and the importance of trust, transparency, and inclusivity in achieving the organization's goals.

8. The Chair reported on the progress made in her first 100 days and was pleased to report that the vast majority of the objectives set had been met. Looking ahead, she emphasized her desire to enhance trust and transparency and establish predictability in the integration process and to safeguard the organization's science innovation and delivery. She shared that she was also working with her senior advisor to develop KPIs to monitor her performance as Chair. Remaining points from the first 100 day targets are:
 - a. Working with the System Office on alignment of System Board, Executive Management Team and Senior Leadership Team calendars and workplans and rationalizing functions, location and budget to ensure an efficient and effective System Office;
 - b. Deepening relationships with Host Countries by exploring science compacts detailing what does One CGIAR partnership mean for Host Countries; and
 - c. Mobilizing financial resources through a strategy to diversify funders and increase funding level.

9. Board members expressed appreciation for the Chair's comprehensive report and provided the following reflections:
 - a. The need to clarify the mandate of the Audit, Finance, and Risk Committee as compared to the proposed Board committee on the same topic;
 - b. The importance of not conflating the functions of the System Organization as a legal entity with the One CGIAR functions, some of which are carried out by people who sit in the System Organization;
 - c. A recommendation that the Board receive counsel on the Chair's proposal to consider providing ICRISAT with the gene bank funds they are requesting; and
 - d. A request for a mechanism whereby Board members can provide science-related feedback and concerns to the ISDC in a timely manner.

10. The Chair thanked members for providing valuable insights and recommendations, which will be further discussed and evaluated during upcoming agenda items and in future meetings.

C. [Agenda Item 3: Setting the Scene](#)

11. The Managing Director ('MD') Institutional Strategy & Systems, representing the EMD, provided the Board with an update on the current state of CGIAR, its future plans, and key issues on which Board guidance and decisions were requested.

12. He reported the research strategy continues to resonate science and innovation delivery within CGIAR, with rollout of the portfolio and dashboard communication. Notably, he highlighted the release of the first portfolio narrative annual report on the restructured Research Initiatives and Platforms, as well as the endorsement of the next Portfolio design. Other achievements that were highlighted included improvements of funding, external visibility, signing of the Integrated

Framework Agreement (IFA), confirmation of the new integrated matrix operating structure with an integrated matrix, and the successful recruitment of senior-level personnel to fill key positions within the integrated matrix operating structure.

13. Moving forward, the MD emphasized that management is prioritizing the operationalization of the IFA with its integration plan and development of internal rules, delivery of the current portfolio and design of the next portfolio, strengthening of the financial model, progressing the regions and partnership strategy, and leveraging of impact area platforms. The MD also highlighted key workstreams for governance that management supports, including the unified governance review, incentives for advancing towards greater integration, and providing clarity around non-joining Centers in the CGIAR System Framework and System Organization Charter. The MD emphasized the importance of addressing leadership transitions and succession planning, which are crucial topics that require decisions from the Board.
14. The Managing Science Directors' progress report was presented by the MD of Genetic Innovation. The report demonstrated significant advancements in delivering science and innovation to contribute to the achievement of sustainable development goals (SDGs) and impact areas. Strong leadership was also highlighted across various areas of work, such as the implementation of an adaptive management cycle and the mapping of innovations in the pipeline. She stressed the importance of continuous improvement in linkages to maximize impact and integrate science management into the broader integration plan.

Key discussion areas

15. During the meeting, Board members engaged in discussions and offered reflections on several key points. They expressed concerns regarding the managerial costs associated with Initiatives, including management costs, staff time, and effective ways to allocate time to Initiatives to ensure better alignment across science structures. Board members requested feedback on the System Council drop-in calls, particularly with regards to the upcoming round on System Transformation, noting the importance of CGIAR's funders, who possess astute backgrounds in development for impact. Board members acknowledged the efforts to break down silos across the System, while emphasizing the importance of metrics, targets, and pathways to measure the impact of CGIAR's science. As such, a request was made for additional metrics and data to better understand the impact of CGIAR's science on people.
16. The management team acknowledged the concerns and reiterated the need for greater alignment across parallel science management structures. They also agreed on the importance of using metrics and impact assessment methods to measure outcomes and impacts. The Strategic Results Dashboard is expected to reflect a rebalancing of priorities in the near future as additional measurements are further implemented tracking immediate outputs of the work, outcomes (changes and behaviors of the users of our science) and impacts on beneficiaries.

Looking Ahead - Shaping the Future

D. Agenda Item 4: 2025-2027 Portfolio Development and Proposal for a Financial Model Reference Group

17. The MD of Genetic Innovation presented a comprehensive plan for the development of the 2025-2027 portfolio, with a focus on impact-oriented science, high-quality research, coordination, integration within the CGIAR matrix structure and the right financial mechanism to support. The plan involves extensive stakeholder engagement, including regional partners, governance bodies, CGIAR (staff and close delivery partners) and independent advisory and evaluation services. After endorsement, a team will be compiled to embark on the proposed 12-month design process, with an update mid-way at the end of 2023 and completion targeted at mid-year 2024.
18. The MD Institutional Strategy & Systems presented an evolving proposal for a Financial Model Reference Group to address funding model challenges and inefficiencies in the CGIAR, including inter-CGIAR funding and cost sharing. The proposed reference group has a broad scope, looking at how we evolve our funding model for the next set of initiatives. The group is proposed to meet once a month over the next 12 months and will comprise high-level internal participants and other experts.

Key discussion areas

19. Board members expressed support for the 2025-2027 Research Portfolio and Financial Model Reference Group and discussed the following themes:
 - a. Advocating for collaboration among stakeholders to promote sustainable and equitable agricultural development, with consideration for smallholder farmers and vulnerable communities;
 - b. Emphasizing the need for inclusive and participatory agricultural development, investment in education and capacity-building, and innovative approaches to achieve sustainable agriculture and food systems;
 - c. Outlining the importance of linking regional and thematic consultation with the design and implementation of a regional and partnership strategy, building upon the engagement framework and recommendations from the High-Level Advisory Panel;
 - d. Establishing a method to learn from the evaluation of ongoing processes during the co-creation process and using the Dashboard to support emerging thoughts and Initiatives;
 - e. Highlighting the significance of considering fewer, larger Initiatives;
 - f. Identifying the challenges and problems surrounding funding modalities and financing models, particularly around accepting private capital;
 - g. Supporting the co-creation of portfolio and development of funding modality group;
 - h. Clarifying the proposed Funding Model Reference Group's focus on institutional versus project-level funding; and
 - i. Emphasizing the importance of stakeholder engagement and co-design in the

development of the 2025-2027 Research and Innovation Portfolio.

20. The MD Institutional Strategy & Systems acknowledged the feedback and proposed starting by identifying the problems that need to be solved to agree on a starting point. He agreed with the need for fewer, larger Initiatives with more institutional funding and differentiated management. He also noted the linkage between regional partnership strategies and the global science strategy, as well as the need to combine different elements and keep the window open for new ideas to emerge, noting the opportunity for refreshing the nine-year strategy document.
21. The Chair invited Ruben Echeverria, System Council Active observer, to speak. He noted appreciation for:
 - The recent CGIAR's visit to the Gates Foundation Headquarters which was well received;
 - A two-day visit by the Gates Foundation to CGIAR in Rome with Digital & Data, People & Culture, Communications & Outreach, and Business Operations & Finance teams to prepare a small yet strategic grant to support these four functions in 2023; and
 - A trip to Addis to see the launch of One CGIAR in Ethiopia highlighting fresh conversations on One CGIAR in action between ministers, centers and Gates Foundation at the ILRI campus; and
 - A recent presentation by the Global Director of Business Operations and Finance to all Funders on overheads.
22. He closed with reminder regarding ICRISAT that genebanks require large long-term sustainable funding and noted that if the dialog for ICRISAT to rejoin the CGIAR moves well, there may be interest from the Gates Foundation and others.

Session outcome

Decision: SB/M26/DP2: Pursuant to 8.1 dd), the System Board endorsed the following to be taken to the System Council:

- Further development of a stakeholder engagement and portfolio co-design process that aligns with the core portfolio components, stakeholder groups and delivery timeline; and
- Subject to AFRC input, the proposal for a financial model reference group.

E. [Agenda Item 5: CGIAR Rebrand Update](#)

23. As agreed during approval of the agenda, this item would be covered in a future meeting.

F. [Agenda Item 6: CGIAR EMD Recruitment Update and Approval of EMD Job Description \(In Camera Session\)](#)

24. The Board held an in camera session where Patrick Caron, Chair of the Ad-Hoc EMD Recruitment Committee, provided an update on the EMD Search progress and presented the draft job

description to the Board for their endorsement and consideration.

Session outcome

25. The Board requested the following:
 - The EMD job description to clearly state that the EMD is the highest executive leader accountable to the non-executive Board, and responsible for ensuring the organization’s financial stability, while operating in accordance with high ethical standards, values, and code of conduct; and
 - The Ad-Hoc EMD Search Committee will add one independent member, with preference given to those with diverse perspectives from the private and public sectors, to ensure balance and address any gaps.
26. **Decision: SB/M26/DP3:** The Board endorsed the EMD recruitment process and approved the EMD job description.

One CGIAR Progress and Delivery

G. Agenda Item 7: Operationalizing the CGIAR Integration Framework Agreement: Updated 2022—24 Integration Plan

27. The MD Institutional Strategy & Systems stressed the crucial importance of implementing the IFA, establishing an integrated partnership, and ensuring stability during the remaining business cycle.
28. The Senior Advisor, Office of the EMD, presented the proposed 2022-2024 Integration Plan, a high-level strategic document designed to support the delivery of the 2030 Research and Innovation Strategy and outlining the integration process for the next three years. The plan provides clarity on roles, responsibilities, and accountabilities and is designed for adaptive management, organized into nine interconnected work-streams in alignment with CGIAR’s mission and the IFA. The Senior Advisor described the objectives and key results for each work-stream but noted that the plan does not replace more detailed action plans or strategies at the global, regional, or Center levels.
29. The Senior Advisor highlighted that regular updates on progress and risks will be provided to the AFRC with reports to the System Board and System Council every six months, with any necessary adjustments to the objectives and key results. This approach will ensure proactive communication on risk and keep stakeholders informed of progress towards the plan’s goals.

Key discussion areas

30. Board members appreciated the presentation and acknowledged the importance of the integration plan in achieving the organization’s research and innovation goals. They emphasized

the need for clear communication and coordination between work-streams, refinement of key results, and the establishment of quantifiable KPIs. The Board also acknowledged the comprehensive risk management process and suggested implementing bottom-up risk management for workflows, considering interdependencies within the plan, and creating a mechanism for flagging risks to the AFRC and the Board.

31. Management assured members that they are working to address these issues, emphasizing the collaborative effort involved in the three-year integration plan. The need to capture the plan's collaboration in risk management and monitoring efforts was also acknowledged.

Session outcome

32. **Decision: SB/M26/DP4:** The Board recognized the Integration Plan as a dynamic document, subject to ongoing development and refinement, and accepted the SLT's proposal to begin implementation, pending endorsement by the System Council at SC18.

H. Agenda Item 8: CGIAR Budget Matters

33. The Global Director ('GD') Business Operations & Finance presented an update on the provisional paper for Window 1 (W1) budget that was approved by the Board in January. Finalizing the W1 budget paper has been delayed due to lack of designations from four funders, which are needed to determine funding allocation and not expected until May. With the withdrawal of \$US10 million in funding from Sweden; three scenarios based on current funding estimates were presented, indicating the target of US\$303 million for funding Initiatives in 2023, which is likely to be met.
34. The GD Innovative Finance & Resource Mobilization interjected and reported on collaboration with funders to address the funding cuts by Sweden and explore possibilities to make adjustments. He also noted that the team will focus on portfolio-level investments in the coming months.
35. The GD Business Operations & Finance provided an overview of the funding structure for the entities within the One CGIAR system. She stated that the expense budgets for these entities are partially funded by the W1 funds, which are divided between the Initiatives/Platform Areas and 'Other Costs'. The Other Costs include expenses related to the System Board, System Council, System Organization, independent evaluation and advisory bodies, assurance bodies, and integration costs. The majority of the W1 funds, around 90%, are allocated towards the Initiatives/Platform Areas, with the remaining 10% covering Other Costs.
36. The GD of Business Operations & Finance provided an update on the 2023 budget for the System Organization, which amounts to approximately US\$60 million, funded under Other Costs and by carry-over funds. She explained that due to the integration, there has been a year-on-year increase in Other Costs, mainly due to the increase in staffing for the matrix structure. She emphasized that the remaining carry-over funds are expected to be depleted in 2023 with

staffing level increases related to the integration, and thus all leaders across CGIAR should plan strategically and mindfully of the budgetary contexts.

37. She also mentioned that the System Council has increased the 2023 budgets of the independent advisory and evaluation entities, and that the operating budget for CGIAR governance (System Council, System Board, and Committees) has also increased significantly over 2022, and that additional revenue sources to cover these costs have yet to be fully identified.

Key discussion areas

38. Board members discussed the budget concerns and emphasized the need for prioritization of the use of funds and cost containment, given the IMF's new downward economic growth projections for the global economy.
39. The AFRC Chair stressed the importance of starting cost containment discipline across the System now, as it will become even more challenging in 2024. She noted that the AFRC will meet over the next two days to discuss the budget issues and issue a formal advisory report after the meeting for the System Board and the Center boards.
40. The MD Institutional Strategy and Systems agreed that the delay in funder designation is a real concern, and the final W1 budget paper will be brought to the System Board as soon as possible. He noted that the broader issue of cost containment would be looked at holistically and specifically. He also emphasized that there have been many discussions at the SLT level on how to prioritize the slice of W1 that is in support of the organizational structure and expects that the different groups that receive W1 funding are doing the same prioritization. He also noted that once the remaining designations have been received a revised financial plan will be shared according to procedure ending with the System Council.

Session outcome

41. Summarizing, the Chair emphasized the importance of clearly communicating the issues related to the delayed disbursement of funds to the funder community. Management committed to working collaboratively on crafting a set of messages to be included in the Chair's report to the System Council, aimed at encouraging funders to review their funding procedures. A practical and constructive approach will be essential in achieving the 2023 designations and proactively preventing similar challenges in the future.

Governance Matters

I. Agenda Item 9: Unified Governance Review

42. The co-chair of the Ad-Hoc Committee on Governance, Neal Gutterson, provided an update on progress, noting it will be convening later in the week. He referred to three key documents for the Board's review and feedback on Diligent Boards: the updated Terms of Reference ('TOR'), a

preliminary draft of the Request for Proposals ('RFP') for independent experts, and a memorandum regarding the potential refinement of roles and responsibilities between the System Board and System Council and advocating to include the review within the unified governance review. He highlighted that feedback would also be sought from the System Council, the Center boards, and the host countries before the TOR and RFP are finalized for the Board's approval.

Session outcome

43. **Action: SB/M26/AP1:** To close the outstanding SC Action Item, the Board Secretariat will send the memorandum on SC-SB Coherence to the System Council Secretariat recommending that an analysis of the distribution of roles and responsibilities between the Board and Council be included in the scope of the unified governance review, as a holistic process for the One CGIAR governance outcomes, which include governance roles of the System Council, System Board, and Centers boards.

J. Agenda Item 10: CGIAR Matters

ICRISAT and Approach to Centers not Party to the IFA

44. The Chair opened a discussion on the approach to be taken with regard to the three Centers that are not signatories to the IFA. The Chair proposed separating the issue of ICRISAT's non-signatory status from its request for gene bank funding until the Board can receive advice from the Global General Counsel about the gene bank funding matter.
45. The Global General Counsel provided an overview of the current categories of CGIAR Centers, comprising twelve Centers that signed the IFA and three that did not. The three Centers that did not sign the IFA remain recognized as "CGIAR Research Centers" since the CGIAR System Framework and System Organization Charter have not yet been updated to reflect the IFA changes. The three Centers remain welcome to sign the IFA upon adoption of common governance—which would require appointment to their Boards of the same common board members as the other Centers that are parties to the IFA.
46. He noted that the process to amend the CGIAR System Framework started over 18 months ago, with all amendments approved by the System Board and System Council except for the change in definition of a CGIAR Center which was not accepted by all SC members at the time and due to the IFA negotiations further consultation on the matter was put on hold.
47. The Global General Counsel presented two options for the Board's consideration: Option 1, to continue the amendment process initiated in 2021, or Option 2, to wait for the outcome of the unified governance review before making any decisions. He noted that Option 1 provides a window until the end of the year before the changes would become effective, while Option 2 involves waiting for the unified governance review's recommendations to be implemented, which could take time.

System Council Seat Reconciliation

48. The Secretary to the System Council briefed the Board of the need for the System Council to conduct a seat reconciliation in accordance with Article 4 of the CGIAR System Framework. This process, which occurs every three years, aims to establish and harmonize the allocation of voting, funder, and System Council member seats. The System Council Secretariat will provide support for this task and arrange a meeting between the Secretariat and relevant parties.
49. The MD of Institutional Strategy & Systems and the GD Innovative Finance & Resource Mobilization emphasized the urgency of addressing the ongoing discussions about System Council seat reconciliation. They pointed out that the System Council voting members have mandated this discussion, which presents an opportunity to encourage investment in pooled funding. The reconciliation process involves allocating seats to funders based on their contribution levels and methods of funding, taking into account that the current methodology is outdated and some funders on the Council do not meet the established threshold.

Session outcomes

50. **Action: SB/M26/AP2:** The following was requested regarding ICRISAT:
- The Global General Council to draft a note explaining the legal and practical position concerning the request for funding for the ICRISAT gene bank and return a recommendation to the Board; and
 - The Chair to have follow up conversations with ICRISAT after their coming board meeting and to have a first discussion with the incoming CEO of CIFOR-ICRAF before the Board would make a final decision based on any recommendations presented.

K. Agenda Item 11: System Board Matters*Board Membership*

51. The Board Secretary a.i. presented the paper proposing extension of the terms of all voting Board members until 30 December 2023, in view of their expressed willingness to continue serving during the ongoing unified governance review. She also recommended extending Patrick Caron's term as Vice-Chair if his membership term is extended.

System Board budget update and Committee terms of reference and membership

52. The Board agreed to defer the discussions on the System Board budget and committees until an Ad Hoc Board call could be arranged.

2023 Board Calendar

53. The Board confirmed the 2023 Board calendar noting that work is still underway with the Centers to finalize the plan for Q4 center board meetings.

Session outcomes

54. **Action: SB/M26/AP3:** The Board Secretariat to arrange an Ad Hoc Board call to discuss the System Board budget and committees.
55. **Decision: SB/M26/DP5:** Pursuant to Article 7.6 in the Charter of the CGIAR System Organization, the System Board approves extension of membership terms until 31 December 2023, or until a successor is appointed, of the following members (each was recused from participating in his/her own membership decision):
- Alice Ruhweza;
 - Alyssa Jade McDonald-Bäertl;
 - Hilary Wild;
 - Neal Gutterson;
 - Patrick Caron; and
 - Shenggen Fan.
56. **Decision: SB/M26/DP6:** Pursuant to paragraph 4.2 of the CGIAR Rules of Procedure, the System Board approves the extension of Patrick Carons as Vice-Chair until 31 December 2023.

L. Agenda Item 12: Summarizing What Will Be Taken from the System Board to the System Council Meeting

57. The Board Secretary a.i. noted that the Chair, the Co-Chair of the Adhoc Committee on Governance and the Chair of the EMD Search Committee are all expected to have update sessions on the upcoming 18th meeting of the System Council meeting.
58. The following documents will be presented by leadership at the System Council meeting after incorporating input from the System Board and AFRC:
- 2025-2027 Portfolio Development and Proposal for a Financial Model Reference Group;
 - Operationalizing the CGIAR Integration Framework Agreement: Updated 2022—24 Integration Plan; and
 - CGIAR Budget Matters.

M. Agenda Item 13: Any Other Business

59. The Chair expressed appreciation to all members, participants, and staff for their active

involvement and valuable contributions during the meeting. With no additional matters to discuss, the regular session was adjourned.

N. [Agenda Item 14: In Camera Session with Voting Members](#)

60. The Board entered into an in-camera session, attended by the voting Board members, the Global General Counsel and the Board Chair Special Advisor.

Appendix 1: List of Participants – Virtual Meeting

Voting members

Name
Lindiwe Sibanda (Chair)
Patrick Caron (Vice-Chair)
Alice Ruhweza
Alyssa Jade McDonald-Baertl
Hilary Wild
Neal Gutterson
Shenggen Fan

Non-voting ex-officio members

Name	Role
Clarissa van Heerden	Independent Chair, Audit, Finance & Risk Committee of the CGIAR System Board
Khuloud Odeh	Executive Director (a.i.), CGIAR System Organization

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

Name	Role
Claudia Sadoff	Executive Managing Director
Eliud Kireger Absent with apologies	Sub-Saharan Africa Constituency - Kenya, Representative of System Council Voting Members
Ruben Echeverría	Bill & Melinda Gates Foundation, Representative of System Council Voting Members
Holger Meinke	Chair, CGIAR Independent Science for Development Council (ISDC)

System Board Secretary

Name	Role
Christine Larson-Luhila	Secretary to the CGIAR System Board (a.i.)
Michiel Roovers	Secretary to the CGIAR System Board, Senior Director of Governance and Institutional Risk
Rutger de Witt Wijnen	CGIAR Global General Counsel, Global Director Legal & Governance

Invited Guest pursuant to Article 7.9 of the Charter of the CGIAR System Organization

Name	Role
Allison Grove Smith	Director, CGIAR System Independent Advisory and Evaluation Service

Other external presenters, management representatives and support team

Name	Role	Agenda Item
André Zandstra	Global Director, Innovative Finance & Resource Mobilization	4, 7, 8
Elwyn Grainger-Jones	Managing Director, Institutional Strategy & Systems	1-4, 7-13
Fiona Bourdin-Farrell	Global Director, People & Culture	6
Jo Swinnen	Managing Director, Systems Transformation	3, 4
Marion Barriskell	Global Director, Business Operations & Finance	4, 7, 8
Martin Kropff	Managing Director, Resilient Agri-Food Systems	3, 4
Sonja Vermeulen	Managing Director, Genetic Innovation	3, 4
Sylvia Oyinlola	System Council Secretary	10, 12
Elise Perset	Director, Legal Services, CGIAR System Organization	(i.e., not leadership or succession matters, 6)
Myra Wopereis	Board Chair Special Advisor	
Roland Sundstrom	Senior Advisor, Office of the Executive Managing Director	
Jamila Ntege Madina Bazarova	Acting Co-Chief Audit Executives	

Board Secretariat members

Name	Role	Agenda Item
Victoria Pezzi	Meetings & Events Coordinator	All
Aubrey Hasse	Governance & Institutional Risk Officer	All